

SHORT HISTORY
OF THE
LEADGATE
INDUSTRIAL
AND
PROVIDENT
SOCIETY.



Frontispiece.

LEADGATE STORE.

A SHORT
HISTORY
OF THE
LEADGATE
INDUSTRIAL AND PROVIDENT SOCIETY
LIMITED.

1870 — 1920.

By *JAMES SMITH.*

FOLLOWED BY
A SHORT HISTORY
OF THE
CO-OPERATIVE WHOLESALE SOCIETY
LIMITED.



PELAW-ON-TYNE:
Co-operative Wholesale Society's Printing Works.

1921.

CONTENTS.

	PAGE.
Source and Formation.....	9
Progress	20
Development	27
Branches	30
Backward Influences	43
Guiding Hands.....	53
Jubilee Celebrations.....	77
To-day and To-morrow	84
Officials of the Society from 1870 to 1920	89 to 101
Table—Progress of the Society	102
Standing Orders for the Society's Meetings	104
The Co-operative Union Limited	106
The Co-operative Insurance Society Limited	108
The Industrial and Provident Societies Act, 1893, and the Amendment Act, 1913.....	110
A New Social System	111
Short History of the Co-operative Wholesale Society Limited	113



ILLUSTRATIONS.

	PAGE.
FRONTISPIECE—Leadgate Store	—
Pioneer	12
First Auditors, 1870	13, 15
“Golden Lion” Hotel.....	17
“Store Cottages” and “Sportsman’s Arms”	21
Treasurer, 1875-1912	23
President, 1880-1917	29
Allendale Branch	31
First Apprentice	35
Chopwell Branch Store	37
Blackhill Store	41
Iveston Village	45
Iveston Green	47
General Manager, 1879-1919	52
Secretary	55
President	59
General Manager	63
Treasurer	66
Auditor	67
Branch and Departmental Managers	71
Committee, 1921.....	80 to 83
C.W.S.—Central Premises, Balloon Street, Manchester.....	112
C.W.S.—West Blandford Street Premises, Newcastle-on-Tyne	119
C.W.S.—Waterloo Street Premises, Newcastle-on-Tyne	137
C.W.S.—Dunston Flour Mills, Dunston-on-Tyne	139
C.W.S.—Bird’s Eye View of Pelaw Works	142

PREFACE.

IN writing this book, the purpose has been to place before the reader, in plain and concise language, the story of the rise and progress of our society. The writer makes no claim to literary ability, and should any literary critic deign to peruse it, he has no doubt that he will find therein abundant room to exercise his art. The task has been a pleasant, although not an easy one. The lengthy period embraced and the fact that the early records available simply reveal the ultimate decisions of the committee, without any information as to the various members’ views, have necessitated the writer to search for information outside the records. Further, the knowledge that it has been written in the spare moments of busy life will perhaps excuse the writer for some of the shortcomings in regard to its comprehensiveness that have crept in. An attempt has been made to give the story in a consequential rather than a chronological order, hoping by this means to give the reader a clearer idea of the various lines of development.

We offer our sincere thanks to all who have in any way contributed to the supply of information it contains, in particular to Mr. George Jewitt, to whom we are indebted

for the story of the society's inception; to those who have so kindly lent photographs of the pioneers; further, to Mr. J. Thornton, of Sherburn Terrace, Consett, for supplying the remainder of the photographs and views that are included in the book; and to Mr. Charles Gilhespie, manager of the Co-operative Wholesale Society's Printing Works, Pelaw-on-Tyne, who has rendered incalculable assistance in various ways and has spared no effort to make this little history a success.

It is sent out in the earnest hope that it may tend to strengthen the loyalty and attachment of our members, and thereby assist in more closely cementing the bonds of unity that are absolutely essential to ensure the continued success of our society.

J. S.



LEADGATE INDUSTRIAL AND PROVIDENT SOCIETY LIMITED.

1870—1920.

CHAPTER I.

Source and Formation.

THE period at which the birth of the Leadgate Co-operative Society took place was one in which signs were everywhere evident of intense industrial and intellectual activity. From the time when the twenty-eight weavers of Rochdale—whose names will be for ever linked with the Co-operative Movement, and whom we now refer to as the "Rochdale Pioneers,"—opened their little shop in Toad Lane, Rochdale, in December, 1844, right onwards the temper and tendency of the times were progressive. The whole atmosphere appears to have been charged with all the elements that are favourable for nurturing the strength and aiding the development of the independence of the worker.

It was just at this time when the Durham Miners' Association was established (1869), and the same spirit that created it was abroad in our neighbourhood, and was manifesting itself. A society had already been commenced at Consett, but for some reason it did not find favour with a number of the Leadgate men. We can imagine how the Co-operative Movement would at that time be discussed on all occasions with the men who had "vision,"—on the pit-heap before descending the mine,—at the deputy's "kist," whilst waiting to receive their instructions for the day,—in the shops at Bradley,—and all the various points of rendezvous as they congregated together.

We can quite understand the various opinions that would receive expression in those days. Whilst the enthusiast would be warming to his work in pointing out to his fellows the advantages of the "new system" of trading, he would hear the empty laugh of the man who thought the whole idea ridiculous. Others would look upon it as just another method of robbing them of their earnings (for in those days the word "savings" was hardly understood by the majority of workmen), whilst the more steady and serious of the hearers would ponder the matter over and give it serious consideration. This, no doubt, went on for some time, until the "bolder spirits," who had drunk in the "gospel of Co-operation," determined to put their fellows to the test respecting their convictions. They accordingly went so far as to make arrangements to hold a public meeting in the Infants' School, and word was sent round to that effect. Unfortunately no record has been kept of the initial meetings, but matters had certainly progressed on the

right lines, for, on 11th April, 1870, we find that affairs had arrived at such a point of perfection that, on the first page of the minute book, and without any fanfare of trumpets, we find the following recorded:—

"MEETING HELD 11TH APRIL, 1870.

"MINUTES OF MEETING.

- "Proposed by John Patterson, seconded by J. J. Thompson, 'That Joseph Bage become president.'—Carried.
- "Proposed by John Donnelly, seconded by Patrick McNanney, 'That George Spark become treasurer, and to enter into a bond of £60.'—Carried.
- "Proposed by John Donnelly, and seconded by G. Welford, 'That John J. Thompson become secretary.'—Carried.
- "Proposed and seconded that the following gentlemen compose the committee, viz.:—George Murray, Alex. Frazer, John Patterson, John Donnelly, Thomas Elsdon, George Jewitt, Thomas Johnson, Patrick McNanney, and James Caygill."

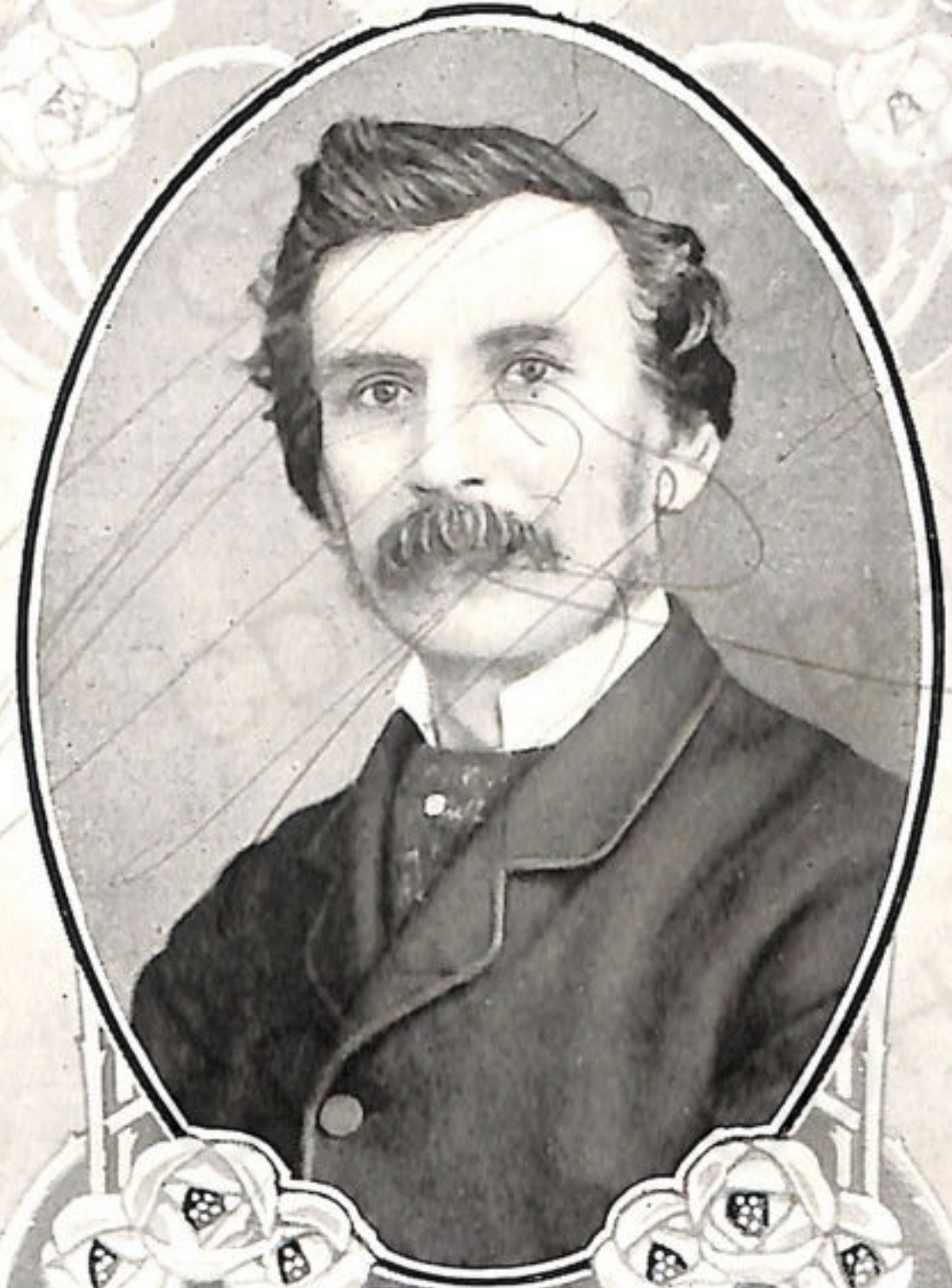
This is the first record of the launching of the Leadgate Co-operative barque, which has weathered all the storms and has reached the port on its voyage of success in the sea of commerce where we find it to-day, though not with anchor out, for this ship must continue to "plough on," for the waves are for ever trying to engulf it if it ever shows signs of casting anchor.

It is to be regretted that we have not a written record of the early struggles and the prejudices that had to be overcome before this stage was reached. We are, however, able to gather some idea of what the Leadgate



GEORGE T. JEWITT.

PIONEER.



ROBERT ROBSON.

FIRST AUDITOR, 1870.

pioneers did from accounts we have had when in conversation with Mr. George T. Jewitt, who is referred to in the account of the meeting recorded above, and who still resides with us at Leadgate, and who still takes a keen interest in our society.

As illustrating the earnestness of these pioneers, and as a proof of their perseverance in the face of obstacles arising from want of funds, we learn that, rather than use up any of their capital for the payment of rent for the use of the Infants' School wherein to hold their meetings, these men made an offer to the then vicar of St. Ives Church (Rev. W. Mitchill), who was the trustee of the school, to "work out" the amount of rent. Just at this time St. Ives Church was in course of erection, and the founders of our society bargained with the vicar and agreed to go on the Saturday afternoons (which at that time were their only spare moments) and work in the churchyard in making the roads and paths that were necessary, without pay.

Can it, therefore, be any cause for wonder that their zeal for Co-operation met its reward? We very much doubt whether, with all our boasted loyalty to the "Movement" to-day, sufficient men would be forthcoming as volunteers, not only to give their services to the society gratuitously as members of the committee of management, but devote the whole of their leisure time to labouring with pick, shovel, and barrow for the society, without any pay whatsoever; yet, as we see from the foregoing, that is what the stalwarts of Co-operation did in the early days of our society.

The committee were not long in taking action after their appointment, for we find that on 16th April—five

days after taking office,—a meeting was held. Three of their number were deputed to "see about some shop fixtures that were for sale," and "that we have a new counter, scales, and a coffee mill." The "coffee mill"



JAMES DAVISON,
First Auditor, 1870.

in those days was of the utmost importance in every grocer's shop, and the boys of that period could recount many stories of the occasions when their services were commandeered to "grind the coffee mill."

No mention is made in the records of the steps that had been taken to secure a shop for the use of the members, but Mr. Jewitt informs us that some trouble was

experienced in those days in securing premises suitable : and the members were very grateful when Mr. Clough, the landlord of the "Golden Lion" Hotel, in Front Street, and who was a supporter of the cause, offered to let them have the use of one of the rooms of his hotel. The offer was accepted ; and as a separate entrance to the "new store" was already in existence, it only remained for the committee to get permission to close up the connection between the store and the hotel by fastening up the doorway leading from the store to the other parts of the house.

Robert Wilson, a miner, but who was apparently a handy man, offered his services to put up the necessary shelves and fixtures in his spare time, and business commenced.

Mr. Joseph Jewitt, then twenty-two years of age, and a brother of George, was at this time employed at Consett Co-operative Store, but, on the opening of Leadgate Society, his services were secured as shopman, and we may be sure that at such a time his previous experience would be valuable to the committee.

The work of a committee-man in those days appears to have been, as the song says of the policeman's lot,— "not a happy one,"—for the new society required a good deal of attention. We must not forget that we are now speaking of fifty years ago, when the machinery and organisation that we know to-day did not then exist. The members of the committee used to meet about 7 p.m., and Mr. Jewitt tells us that it was no uncommon thing for their deliberations to keep them engaged until 11 p.m., and sometimes even till midnight.



[Sherburn Terrace, Consett.]

"GOLDEN LION" HOTEL.

Photo by J. Thoruton.]

Travellers were to be interviewed, and orders placed; the accounts of the society to go over, and accounts to be paid. The custom seems to have been that an order was given at one meeting, and on the next visit of the traveller he was paid his account.

On the 13th June, 1870, the committee decided to have stock taken, and a balance sheet, showing the affairs of the society, published. Messrs. Robert Robson and the late James Davison were appointed to audit the same, after which it was presented to the members at their first quarterly meeting, held in the Infants' School on 8th October, 1870. We have pleasure in embodying in this book a *fac-simile* of this balance sheet, which we have no doubt the reader will find interesting, and derive pleasure in comparing the trade at that period with the quarterly balance sheet recently issued.

Reading through the accounts of the proceedings of the society as recorded in the minute books, we cannot fail to observe the watchfulness of the committee on all occasions, and that they were sometimes subject to attempts by merchants to force inferior articles upon them, for we find that the shopman was frequently instructed to return the goods and buy elsewhere.

The employees of to-day will be interested to learn that the shop hours of fifty years ago were fixed to close each night at 7 p.m., except Pay Fridays and Saturdays, 10 p.m., and a half-day holiday per fortnight.

The room in which the store was carried on now proved too small for the business, and we find that, on 15th April, 1871, at a special meeting of the members, it was decided, "That we take Matthew Hardy's shop."

LEADGATE

INDUSTRIAL AND PROVIDENT SOCIETY

(LIMITED.)

THE FIRST REPORT OF THE SOCIETY'S ACCOUNTS FOR TWENTY WEEKS ENDING SEPTEMBER 10, 1870.

Dr.		CASH ACCOUNT.		Cr.	
RECEIPTS.					
To Cash received for Goods sold	£	452	3	51	
.. Subscriptions	..	72	0	0	
.. Entrance Fees	..	2	0	0	
.. Sale of Bibles	..	0	17	0	
.. Licences and Botoms	..	4	10	04	
		£	530	4	55
PAYMENTS.					
By Cash paid for Goods	£	484	4	0	
.. Paid Book	..	24	10	0	
.. Trade Expenses	..	5	4	0	
.. Current Expenses	..	1	1	7	
.. Wages	..	24	11	0	
.. Printing	..	3	10	0	
.. Delivery	..	2	5	0	
.. Balance to Treasurer's hand	..	90	5	4	
		£	659	4	0

Dr.		GENERAL STATEMENT.		Cr.	
LIABILITIES.					
To Members' shares as per Ledger	£	70	4	0	
.. Interest on unpaid shares	..	0	10	0	
.. Deposits of Plant and Stock	..	0	10	0	
.. Balance Fees	..	2	0	0	
.. Sale of Bibles	..	0	17	0	
.. Amount owing to Merchants	..	62	5	10	
.. Balance to credit	..	27	3	0	
		£	162	12	0
ASSETS.					
By Balance on hand	£	56	0	4	
.. Goods on Stock	..	115	9	11	
.. Paid Stock Account	..	90	10	5	
		£	262	10	0

Dr.		PROFIT ACCOUNT.		Cr.	
To Transferred to 1870 Members' Purchases at 10% to the Trade	£	27	1	0	
.. Balance Profit	..	0	1	0	
		£	27	2	0
By Balance brought down					
				£	27
				£	27

To the Members of the Industrial and Provident Society, Limited.

Gentlemen,—We have audited the Books of your Society, and find that they have been properly kept, and the Accounts correctly stated.

JAMES DAVISON, Auditor.
ROBERT ROBSON, Auditor.

NOTICE TO MEMBERS.

1.—The next quarterly meeting will be held on Monday, December 10th, 1870, and all Checks and Share books are requested to be sent in within three days after that date, as accounts will be rendered at that time. It is also requested that Members having small Checks in their possession to get them changed during the meeting, as it is impossible to do so at a later date.

2.—The next issue of the Society's Catalogue will be published on the 15th inst. and Members will be the property of having their Shares properly entered and also to be put in their names and Ledger Number printed on a slip of paper, and enclosed in their Check bags, and to be sent to the Secretary, as the Committee cannot take the trouble to verify any errors that may arise through their not doing so.

3.—Members are requested to examine and change their Checks before leaving the meeting, as mistakes cannot afterwards be rectified. Checks are now given on all purchases, except Fuel, Wine, and Beer.

4.—All persons can become Members at any time by depositing 10s. with the Manager, and sending him their names. The only fee for the following purposes: 1s. Entrance Fee, 6d. for Catalogue, and 1d. for the stamp, and afterwards to allow 4s. quarterly to be repaid from their Shares until their Shares are fully paid up, or until they are otherwise disposed of.

OFFICERS OF THE SOCIETY.

COMMITTEE:

THOMAS FLAHERTY	GEORGE HURRY	JAMES CAYHILL
JOHN COLEMAN	EDWARD ROBINSON	PATRICK MANNING
ALEXANDER FLEMING	JOHN TROSBRY	GEORGE JEWETT

MANAGER: JAMES CLARK. TREASURER: JAMES CLARK. AUDITORS: JAMES DAVISON & ROBERT ROBSON.

PRINTED BY JAMES CLARK, LEADGATE, LEICESTERSHIRE.

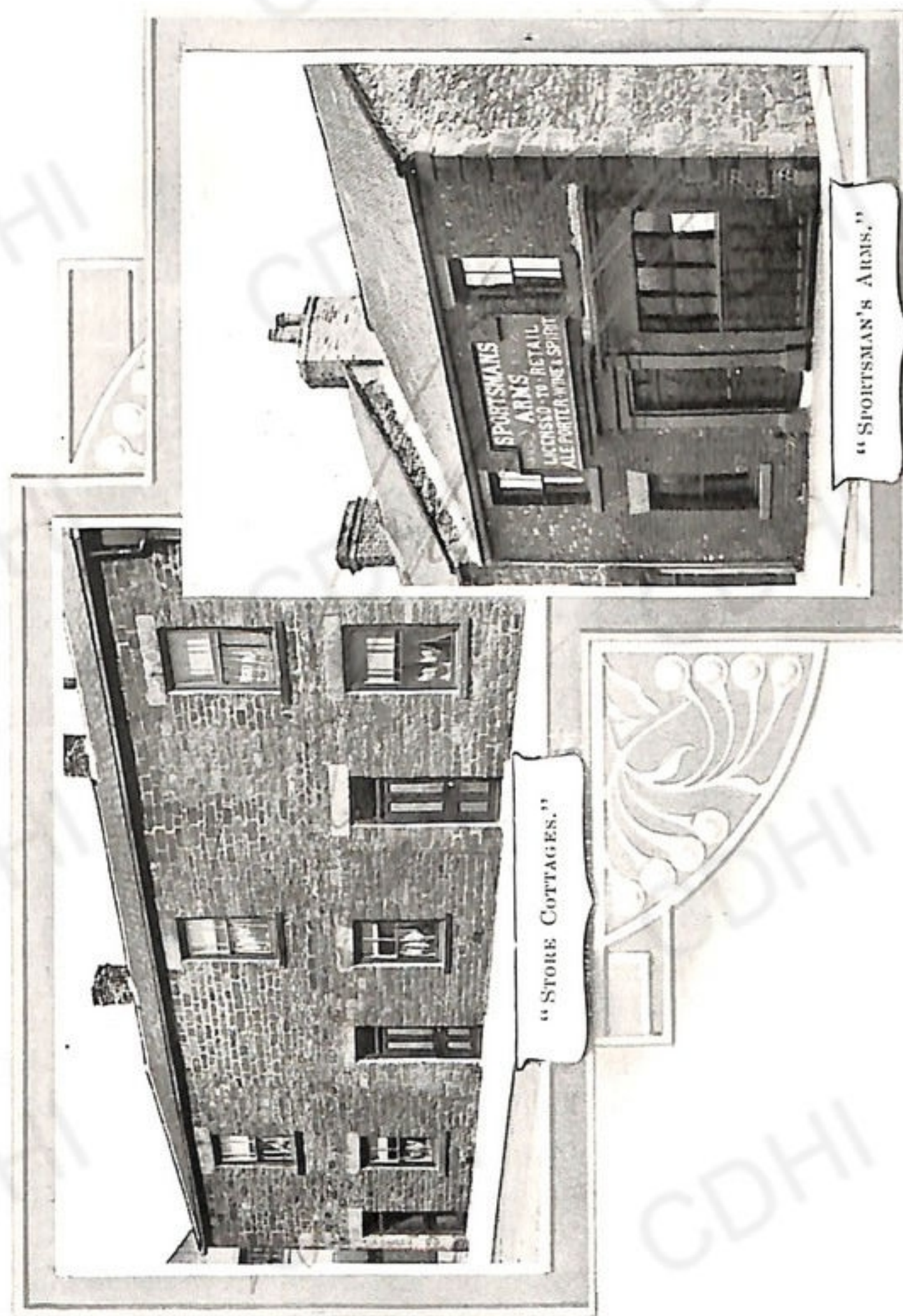
FAC-SIMILE OF FIRST REPORT OF THE SOCIETY.

CHAPTER II.

Progress.

WE now find that the affairs of the society are moving steadily and quietly along. The pioneers were laying the foundations of greater things in the future. The membership is gradually rising, but even yet there appears to be a few doubters as to the success of the scheme. It would be a source of continual vigilance for the committee to watch the financial position, for it was not by any means strong. At any moment a single stroke of mismanagement would have thrown them on their beam ends. These men, who had faith in their ultimate success, however, kept their ship on a straight course and were able to steer clear of the perilous rocks that appeared above the surface, or were submerged in dangerous proximity to the course they had set out for themselves.

Having decided to make provision for their growing trade, they determined to allow no grass to grow under their feet. New premises had been secured in Front Street, where the "Sportsman's Arms" of to-day is situate, and steps were taken to put them into a condition suitable for the society's business. The volume of trade at this time was such as to need extra assistance, and an apprentice was applied for. On 7th February, 1872, we find the following minute recorded:—"That we take Thomas Lowes as apprentice in the grocery department at four shillings per week." It is interesting to remark here that the apprentice of fifty years ago is still in the



employ of the society, in charge of the provision department.

The membership had now reached 171, and it was felt that they would be justified in entering other fields of operation to meet the needs of the members. On 15th April, 1872, we find recorded, "That we have a room fitted up for beginning the sale of drapery goods," and, eventually, Henry Postle was engaged and placed in charge of this department. The care of the society's cash now became a problem, and it was found necessary to open a banking account with the National Provincial Bank at Newcastle-on-Tyne, on 17th February, 1872. Precautions were also taken to safeguard the members' property, and, on 11th March, it was decided, "to insure our property for £900—stock at £350, fixed stock at £50, front shop at £450, and back warehouse at £50, in the Alliance Fire Office." By this time the society had joined the Co-operative Wholesale Society, and later in the same year shares were taken out in the Derwent Flour Mill, which had been purchased from Messrs. James Annandale & Sons by ten Co-operative Societies:—Consett, Blaydon, West Stanley, Shotley Bridge, Annfield Plain, Leadgate, Tantobie, Throckley, Tow Law, and Burnopfield.

The purchase of this mill has proved of the utmost value to the shareholding societies, and has continued to prosper. When taken over in 1872 the mill was capable of doing a trade of 250 sacks per week, whereas now an extract from the latest balance sheet shows that 1,778 sacks of twenty stones of flour and 1,179 sacks of eight stones of offals had been turned out per week during the period covered by the return; Leadgate



TREASURER, 1875-1912.

Society doing a trade of over £570 per week with the mill alone.

The hard-working committee of this period still gave their services gratuitously, but at a meeting of the members, held on 20th November, 1872, it was decided, "That Joseph Bage (the chairman) be remunerated with a sack of flour for his past services." Flour at this period was £2 5s. per sack. This "remuneration" salved the consciences of the members for a long period afterwards, for no further grant was made until June, 1874, when ten shillings per quarter was voted to the chairman of committee.

Economy seems to have been the watchword of the management in these early days, for we find that, after various attempts, they finally entered into an agreement with Mr. Michael Moyle to deliver the members' goods at the rate of one penny per member. The next minute recorded in the minute book of this period states, "That our secretary use the seal." If this operation relates to Mr. Moyle's contract to deliver goods, it will be seen that they wished Mr. Moyle to realise the seriousness of the transaction.

The pioneers of the society were still anxious to bring the value of Co-operation before the notice of their fellow-workmen, and we find that a monstre Tea was arranged with a Public Meeting to follow, and that "we write to M. Pearson to see if he will come and give a speech after the Tea Party." The tea party to-day is not such a popular event, but at that time no more effective method could have been adopted to reach the people, draw them together, and unite them in social conversation. In this way they advertised the cause

under whose auspices it was held. It does not seem to have been long before the zealous propagandists reaped some reward, for extra assistance was called for to deal with the business; and it was not long before it was found that the premises were too small, and steps were accordingly taken to look out for more commodious premises. Mr. Moyle had been released from his contract to deliver goods, and the society had purchased a spring cart at Dipton, and took the delivery of goods into its own hands, having also purchased a horse at Dipton.

At the quarterly meeting, held on 5th April, 1873, a resolution was carried, "That we open out the banking business with the Industrial Bank." This step shortly afterwards proved to be the "acid test" of the loyalty of the members of the society. The Co-operative Congress, having in this year (1873) met at Newcastle, and the delegates having been entertained to a breakfast by the Ouseburn Company, after which they had been shown the engine works owned by that company, with its five hundred employees, it cannot be wondered that the fires of enthusiasm were burning brightly when it is remembered that the company was financed by many of the Co-operative Societies of the North of England. To obtain more capital to carry on the extensions of the works, the Industrial Bank was started. In spite, however, of the fact that the works were carried on on the co-partnership principle, quarrels arose between the workmen and the management, with the result that in November of 1875 the works failed. This had the inevitable result upon the Industrial Bank, which, on 5th October, stopped payment. The societies who had large financial interests in the Bank were very badly hit—

our own amongst the number ; but it is a credit to the members that they met the situation with stout hearts, and promptly set down their losses as a bad debt, and finally wiped them out altogether. Although many years have passed since that time, we have still members amongst us who can tell stories of the dismay that was caused in the Co-operative camp as a consequence of this Bank's failure.

13th March, 1875, saw a great stride made by the society, for on that day the new premises, in Front Street, which had been purchased from Mr. Cheeseman, were opened. As usual on such important occasions, a Tea formed part of the proceedings ; but if we accept the record as entered in the minute book of the Public Meeting which followed, the day seems to have been one of unqualified success. At the next committee meeting which took place after this event, we find it recorded—“ That the grateful sense of this meeting be recorded of the valuable services rendered to this society and the cause of Co-operation in the neighbourhood by Messrs. William Robinson (Shotley Bridge), John Currie, Thomas Carr, and Thomas Shotton (of Consett), in the clear, practical, and persuasive addresses delivered by them at our Opening Meeting on Saturday, 13th March, 1875, and that a copy of the foregoing be sent to each of the gentlemen named.”

At the same meeting recognition was made of the valuable services rendered to the society by W. H. Hedley, Esq., C.I.C. agent at Medomsley, who presided at the gathering, and to Mr. William Tate, engineer, Bradley Shops, who rendered valuable assistance in connection with the same gathering

CHAPTER III.

Development.

NOW that suitable premises had been secured and entered into, the committee launched out into other channels than those they had hitherto been able to undertake, and we find that they were able to add boots and ware to the drapery, which they had taken up some time previously, and the turnover in the new departments justified the experiment.

From the balance sheet issued in June, 1876, we find that the society now consisted of 346 members, with a share capital of £3,443, and that the sales for the quarter amounted to £3,412 ; and, after meeting all expenses, paying interest on capital, reduction of fixed stock, and adding to the reserve fund, they were able to return a dividend to the members at the rate of 2s. 2d. in the pound on their purchases.

The society continued to prosper in spite of many adverse influences that cropped up from time to time, and of which we hope to speak in another chapter ; and in December of 1886, it was decided to open out a branch shop at Allendale Cottages to meet the needs of the members who were living in that area. An account of this opening is given hereafter. Meanwhile the business at the Central increased rapidly,

shoemaking and butchering departments having been opened some years previously; and the committee deemed it advisable to look out for means to extend their premises. The situation in Front Street, owing to the proximity of the North Eastern Railway, made extension impossible; and we find that, at the special meeting held on 21st May, 1890, the members approved of the proposal of the committee to build new premises on a piece of land at the west end of the town, which had been purchased from the Consett Iron Company. Mr. Joseph Skelton, the president of the society, was deputed to prepare plans, which were finally approved, and a commencement was made with the present premises on 27th June, 1892; the contractors for the various works being Messrs. Westgarth & Brown (mason work), Thomas Nixon (joinery and carpentry), George Nicholson (slating), Charles Hopkins (plastering and cementing), William Straughan (plumbing), and J. Siddell (painting), whilst Mr. John Dockerty was appointed clerk of works. After many periods of vicissitude, the buildings were finally completed and opened in December, 1893, when another monstre Tea, followed by a Concert, was held, presided over by the president, Mr. Joseph Skelton.

The old premises in Front Street were eventually converted into cottage property, and are still in the possession of the society, whilst additions have been made to the Central from time to time; and, at the time of writing, the committee are giving serious consideration to the problem of further extensions to meet the expanding trade of the society.



PRESIDENT, 1880-1917.

CHAPTER IV.

Branches.

IT has been truly written that—"The only limit to Co-operative effort is the needs of the people." Granted that the writer is correct in his statement, it follows that Co-operation can never get over its frontiers, for the needs of the people are illimitable. The question of catering for the needs of its members who lived at some distance from the Stores occasioned the committee some concern. The village of Medomsley, with its neighbour Allendale Cottages, contained a number of ardent Co-operators, who had joined our society. Some there were who had moved into that area from Leadgate, and who naturally desired to remain in the society. Difficulty was at first experienced by the committee in securing premises suitable for the purpose. There were no vacant shops available, and they were finally obliged to enter into an arrangement with the Consett Iron Company—who owned the whole of the house property at Allendale Cottages—to take over two cottages, which were converted into business premises. We have no record by us as to the proceedings in connection with the opening ceremony, and whether or not a Tea was held; but we have no doubt that the members at Allendale and the neighbourhood would feel proud that they had an opportunity of dealing with their own store, without the inconvenience of having to

travel to Leadgate to do so. Although this branch was opened in December, 1886, it was not until the month of March, 1889, that the trading transactions appear separately on the balance sheets. Up to that time their purchases were included with the accounts for the Central. From the balance sheet of that year (1889) we



ALLENDALE BRANCH.

Before subsidence took place.

find that the turnover for the March quarter totalled £529, and that the wages paid amounted to £20 0s. 11d. From the latest balance sheet to hand we find that these figures to-day total:—Sales £6,862, and the wages £368 per quarter.

In spite of the inconvenience incidental to trading on premises that were not adapted for the purpose, it was

not until twenty-five years afterwards that the society was able to offer better trading facilities to the members of this area. Repeated efforts on the part of the committee to secure land for building had proved futile, and it was not until 1st February, 1909, that we find recorded the following minute:—"That plans be prepared for four shops, warehouse, stable, and cartshed, etc., at Allendale Cottages." It was not, however, until 10th May that the conveyance of the land on lease was finally settled, for, on that date we read:—"That the society's seal be affixed to the counterpart of lease of land at Allendale Cottages." Truly the members at Allendale had reason to consider that their inconveniences were rapidly approaching an end. In their anxiety to accommodate the Allendale members, the committee were forced to agree to certain conditions before any land would be leased by the owner (Sir James Hunter). It is well known that amongst the most valuable possessions in our neighbourhood are the coal seams that lie hidden under the surface. These coal seams, whilst being a source of wealth, are also at the same time considered in another sense amongst its greatest dangers. Not only are the working of the seams for ever collecting their toll of human life, but the extracting of the coal also jeopardises the stability of the surface under which they are worked. In our neighbourhood is this especially so. At Allendale Cottages one of these seams is only a few feet below the surface, the "Main Coal" at this place reaching what miners term "the outcrop." We have previously mentioned that the owner of the land made stipulations in the conveyance of the portion of land leased to the society, and amongst these was one that he should not be held liable for any damage to the surface,

or to any buildings the society might erect, in consequence of the working of these coal measures by the Consett Iron Company, to whom he had previously leased the coal royalty. We do not know, but perhaps the committee of that day would never expect the Consett Iron Company to work this "outcrop" coal, as it would ruin their own house property in the neighbourhood, but it remains that in May, 1909, as we have previously stated, instructions were given to have the conveyance completed.

Acting on instructions from the committee, the president (Mr. Joseph Skelton) submitted plans, etc., for the proposed new premises to be erected, and on 11th March, 1910, we find the following recorded:—"Resolved that we accept Mr. Robert Southern, of Dipton's tender for the masons, joiners, plasterers, plumbing, and ironwork required in the erection of new premises at Allendale Cottages, according to the plans and specifications for the same, for the sum of £844; and that we accept the tender of Mr. Charles Nicholson, of Northumberland Road, Newcastle, for the slating of the same for £103; and the tender of Mr. J. Thirlwell, of Shotley Bridge, for the painting and glazing, for the sum of £28 18s. 0d." How we wish to-day that it could be possible to erect such premises on such terms.

Work on the new branch, under the supervision of the president, now proceeded apace, and on 22nd April of the following year (1911), the new premises were opened for business. As of old, the occasion was celebrated by holding another "monstre Tea."

Now that handsome and commodious premises had been provided for the long-suffering members at Allendale

Cottages, it was thought that, so far as that district was concerned, nothing more would be required to be done for some time. Alas, the hopes of the management were soon to be shattered. In the early part of the year 1917, rumours reached Leadgate that the local coal and iron company were working the coal in proximity to our recently-erected branch. Rumour in this case proved to be no "idle jade," for, during the summer, a letter was received from the Consett Iron Company intimating that they were about to commence the extracting of the coal under the Allendale Branch buildings. Frequent letters passed between the committee and the company, which at length drew from the company a proposal to offer to sell to the society the coal under the store. As the figure quoted included the purchase of the coal in all the seams immediately under and adjacent to the buildings, the amount was considered excessive. Deputations were sent to interview the responsible heads of the company's departments concerned, but which in the end proved to be of no avail. The company said that if they acquiesced with the proposal put forward by the society, viz., to abstain from working this particular portion of their royalty, they, the company, would have to indemnify the royalty owner (Sir James Hunter) for the amount of royalty rent he would lose in consequence. This the company did not feel disposed to do, with the result that they proceeded with the working of the coal. As previously stated, this seam was very near the surface—being, in fact, only seven feet below it. It was not long after work had been recommenced that the effects were noticed on the buildings. At first only slight cracks began to appear, followed soon afterwards by large fissures in the ground. Attempts were made by various devices



FIRST APPRENTICE.

to remedy the damage caused, but without avail; and before the close of the year the premises which had been such a pride of the members had to be abandoned. Worse still—owing to the terms of the lease we have previously referred to, it made it impossible to claim any compensation from the persons who had caused the destruction.

Once more the good members at Allendale were thrown back upon the poor facilities for trading afforded by the occupation of two cottages. Loyal they borne their trials, and to-day, in spite of all difficulties, we find the turnover standing at the figure mentioned at the opening of this chapter—£6,862 per annum. During the latter period traversed in recounting the events we have just recorded, the society was doing a large volume of trade on the opposite bank of the River Derwent. Coal seams had been opened out at Chopwell and developed by the Consett Iron Company. Where land hitherto devoted to agriculture had existed, a very thriving colliery village had sprung up. Streets upon streets of new houses had been erected to accommodate the large influx of workmen who flocked into the new village, amongst whom were a large number of members of our society. It was only natural, therefore, that they carried with them their Co-operative principles. The question with them now became one of having to sever their connection with our society, owing to their distance from the Central or its existing branch at Allendale Cottages. Representations were made to the committee, to provide facilities for them to retain their membership. In spite of the fact that it was pointed out to them that the district was partially catered for by

another Co-operative Society, these members declined to avail themselves of them. The committee made an offer to render all the assistance possible to enable them to form a society of their own, but this they would not agree to. It therefore remained for the society to look out for suitable premises to accommodate their desires.



CHOPWELL BRANCH STORE.

On 7th March, 1906, after due consideration had been given to the application at a special meeting at Leadgate, we find the following recorded:—"That we open a branch at Chopwell." With this mandate before them, matters were pushed forward rapidly, and on 12th April we read:—"Resolved that we sign the agreement with Messrs. Shipley to rent their shop, situate at Chopwell, together with the house attached."

From the outset this branch has continued to flourish, and from £501, the sales for the first quarter after its opening, it has now reached the gratifying total of £51,126 in our Jubilee year, and has a branch membership of 542. The interests of the members are watched over by two representatives, whom it elects to sit upon the committee of management. The present representatives are Messrs. Henry Craggs and John T. Harbottle.

We are, however, inclined to move too rapidly with our story. We stated just now that a shop had been leased, but the leasing of shops is not the safest and most satisfactory method for a Co-operative Society. No Co-operator is content unless he is the owner of his own store. It cannot be wondered at, therefore, if the management kept a watchful eye upon the developments of this district, and took the first opportunity that presented itself for purchasing a piece of land suitable for new business premises. On 30th March, 1910, the following minute is recorded :—“ Resolved that this society’s seal be attached to and the deeds signed for the purchase of 1,018 $\frac{5}{8}$ square yards of land from The Crown, situate at Chopwell.” This portion of land at that time formed part of the famous Chopwell Plantations. Arrangements were therefore made to clear away the growing timber, and the president was instructed to prepare plans for a new store on the site. After the plans and specifications had been considered and approved by the committee, and the various formalities incidental to the erection of a new building had been gone through, on 29th June, 1912, at a special committee meeting it was resolved—“ That the tender submitted by Mr. Joseph E. Walker, of Leadgate, for the erection of

business premises and house at Chopwell, as per plans and specifications dated 3rd June, 1912, be accepted.” The tender of Mrs. A. J. Robson, of Blackhill, for the necessary painting and glazing of the new premises, was also accepted by the committee.

Under the supervision of the president this work now proceeded, and, on 7th June in the following year (1913) the opening ceremony took place. The doors of the business premises were formally opened by Mr. Charles Clegg, the general manager, after which, according to custom, a Tea was given to members and their families. The management of this branch was taken over by Mr. Charles Clegg, junior, son of the general manager, who held the position until leaving the Movement to commence on his own account, in September, 1919. The premises, which consist of grocery, drapery, hardware, butchering, and shoemaking departments, are now in charge of Mr. John R. Hutchinson, who occupies the commodious dwelling-house attached to the building.

It might be thought that, with such developments in hand, that the committee would be fully occupied. Not so, however, for, during the same period, affairs were rapidly being matured in the Blackhill district. A deputation, representing the members of the society residing in that area, appeared before the committee, and their case was so ably put forward by Mr. Jacob Siddell that the committee felt that something must be attempted to obviate the difficulties of the members there, and enable them to purchase their goods nearer home. Accordingly the general manager and the secretary were deputed to “ spy out the land,” and their

enquiries resulted in presenting a report to the committee, the outcome of which was that, on 27th March, 1911, it was resolved—"That we accept W. B. Reid & Co., of Grey Street, Newcastle's, offer to lease their two shops and houses, including stable, situate in Derwent Street, Blackhill, for three years." After various structural alterations and improvements had been made to the building, the premises were opened for business on 3rd July, 1911, under the management of Mr. Robert Johnson. Here again, as at Allendale and Chopwell, the committee continued their policy of seeking to secure land upon which to build a store that would be their "very own."

From time to time various sites were discussed, but, in the latter part of 1912, some property in Derwent Street, appeared on the market for sale. Negotiations had to be carried out with great caution, for had it at any time leaked out that Leadgate Society were contemplating purchasing, no doubt the anti-Co-operators—the rivals of the store—might have been the means of raising the price to a prohibitive figure. So successful were their efforts, however, that a minute dated 20th January, 1913, states:—"Resolved that the agreement for the purchase of land and cottages at Derwent Street, Blackhill, be signed."

Before this site could be utilised it was necessary to pull down the derelict property which stood upon it, and arrangements were made to have this done.

The president, who had so successfully planned the two previous new branches, was again authorised to prepare plans for this place. The outcome was that,

at a special committee meeting, held on 8th January, 1914, the following minute was passed:—"Resolved that Mr. John Westgarth, of Blackhill's tender for the erection of the whole of the buildings at the new Blackhill Branch, as per plans and specifications, be accepted, and that we advertise for a clerk of works." After the



BLACKHILL STORE.

usual preliminaries had been completed, the work of building was commenced under the supervision of Mr. Joseph Walton, of Leadgate, as clerk of works.

The opening ceremony was performed by Mr. Joseph Snaith, of Leadgate, the treasurer of the society, after which a monstre Tea was held, and followed in the evening by a Concert in St. Aidan's Hall, Blackhill, presided

over by Mr. Joseph Skelton, president of the society. Under the efficient management of Mr. Robert Johnson, the sales here reach the annual total of £55,922, and the branch membership stands at 758.

In consequence of lack of facilities at the Central, Leadgate, the society here carry on their tailoring department, which, since its inception in February last year, has solved a problem that had faced the committee for some time. Here the recently-appointed departmental manager (Mr. R. Muir) superintends a staff who are capable of satisfying the most fastidious tastes in fashion. The total sales in this department for the past year, in spite of the "economy in clothing" propaganda, has reached the creditable total of £5,524.

It is expected that in the very near future, the hope expressed in a previous chapter, of opportunities for extension at the Central, will enable the committee to place more suitable premises at the disposal of the management and staff of this department.



CHAPTER V.

Backward Influences.

THAT great pioneer of Co-operation, the late G. J. Holyoake, says in one of his contributions to the Movement:—"There are always some persons in every party with whom dissatisfaction is constitutional. Discontent is their vocation. This kind of person is in every Co-operative Society, whose sole happiness consists in the belief that there is something wrong, who disagrees with everything, and, if you did not contradict him, he would die."

The class of person above referred to has throughout the career of the society always been in evidence, who is for ever crying "Wolf, wolf!" and thereby doing his best to create distrust in the stability of the society. At times he and his followers have partially succeeded in creating a feeling of uneasiness amongst the members, but it is very satisfactory to know that the management have always been able to meet these persons, and in a short time prove to the bulk of the members that the store was as safe as the Bank of England. Stories have been surreptitiously circulated on more than one occasion that the finances of the store were in a bad way, with the result that the more nervous members have taken alarm and rushed to withdraw their capital. Although the rules of the society provide that notice of withdrawal of

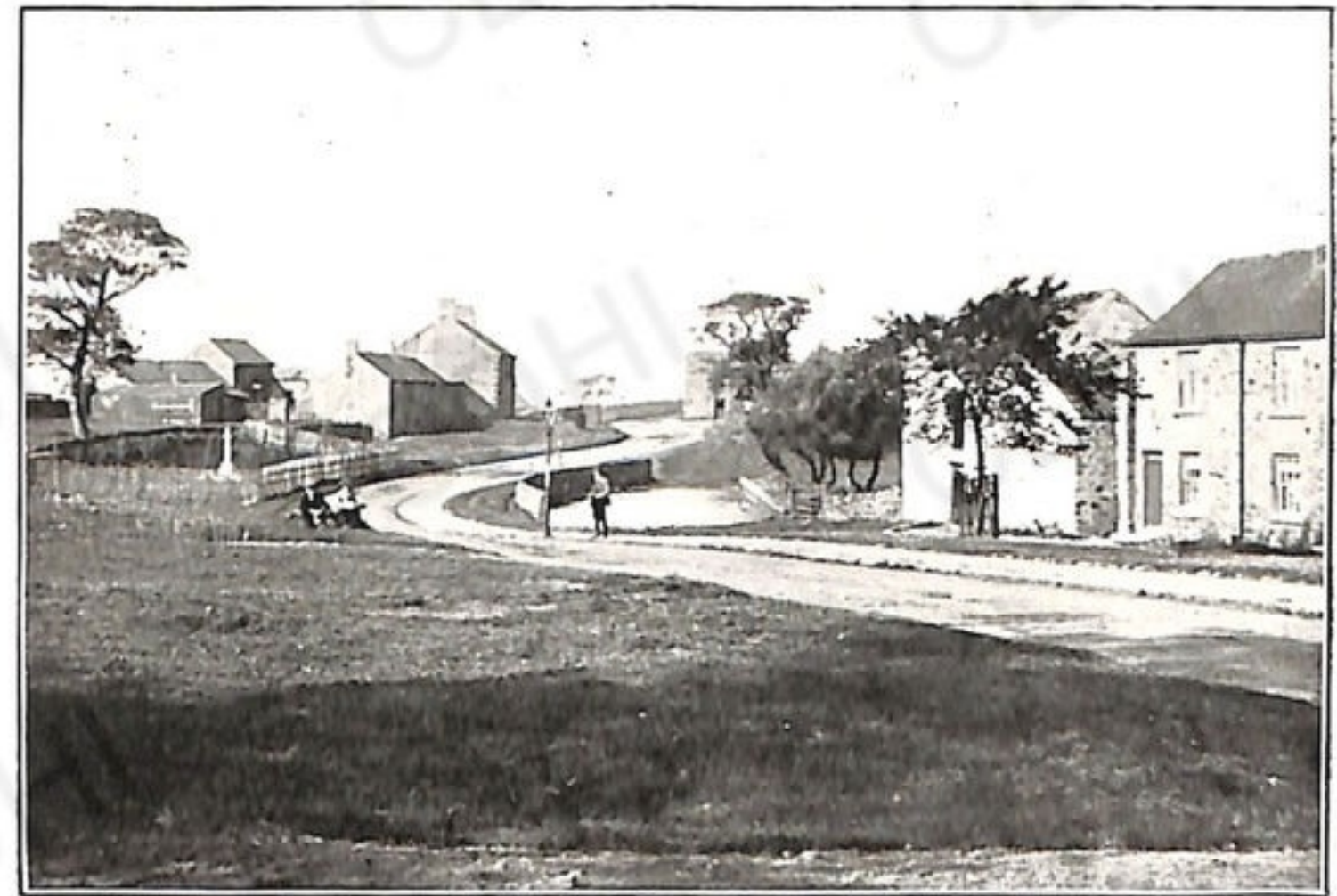
capital must be given, the management have waived that condition, and by promptly meeting every claim on demand, were able in a short time to quell the panic, with the result that many who had been amongst the first to take alarm, in the course of a few days returned with their money and desired to have it taken in again.

The failure of the Industrial Bank in October, 1876, which has been referred to in a previous chapter, also affected the finances of the society, and tended to "bring grist to the mill" of the discontented members and alarmists.

Whilst other causes have arisen from time to time to test the faith of the members, arising within the society, it is from outside forces that the greatest influences unfriendly to progress have arisen.

Leadgate Society, whose members belong exclusively to the industrial classes, is directly sensitive to the changes that take place in the industrial barometer. Wages prevailing at the moment are the dominating factors at all times with a Co-operative Society situated in such an area as ours. Wages determine the purchasing capacity of the member and the ability or otherwise of allowing his dividend and capital remaining in the society's funds. The members know too well that the industrial atmosphere is very fickle and precarious, and whilst the society has had its times of prosperity when work and money were plentiful, it has also had its times of slackness and depression. Whereas the early seventies, when the society came into existence, are still referred to by old standards as the "good times" and the days of "the big money," it had its aftermath. The years onwards from 1876 became years of great hardship and

depression; wages were rapidly falling, and work was becoming scarce and difficult to get. Matters reached a climax in 1879, when what is referred to even to-day with a shudder by those who passed through it as "the six-weeks' strike" took place.



IVESTON VILLAGE.

This was the testing time for the Co-operative Societies; and it is pleasing to note that whereas the society's sales naturally went down, the management were able to keep open the doors and supply the necessaries of life to its members; and that, further, when work had been resumed for some time, the members who had been compelled to obtain credit from the society honourably remained and paid back in full their advances.

Whilst lesser influences have been brought to bear since that time to retard the progress of the Co-operative Store, the year 1892 was the severest test of all. Owing to the failure of the men's leaders and the masters to agree as to wages, the men once more came out on strike on Friday, 12th March, 1892. From the very outset it was known that the struggle would be a long one, and so it proved to be, for it was not until Whit-Tuesday in the following June—a period of three months—that work was resumed.

The management of the society again proved equal to the occasion. They requested its members to economise in their requirements as much as possible, and stated that they had every confidence that the resources of the society would not fail them. All requirements were met; those who had money in the society only withdrew it as occasion required, whilst the less fortunate, who had not been able to make provision for the "rainy day," were not refused the goods they so sorely needed. During the quarter covered by the strike the membership of the society actually increased, thus proving the value of Co-operation.

Some time afterwards, when work had been resumed for a time, the general manager was able to report to the committee that of the credit given to members during the strike, only about sixpence could be set down as a bad debt. From this period onwards the society continued to prosper until the latter part of the year 1914.

For some months ominous clouds had hung over the centre of Europe. The persons responsible for the publication of one class of newspaper were continually

holding up before the eyes of their readers the preparations that Germany was making for war, whilst the editors of other newspapers were just as emphatic that the statements and fears of the "alarmists" were groundless. However, matters reached such a stage



IVESTON GREEN.

that, in August, 1914, the storm broke, and a state of war was declared to exist between England and Germany. These countries, however, were not the only nations involved, for Austria, by virtue of her treaties with Germany, took sides with that nation: whilst France, Italy, and most of the Balkan States were on common ground with our own country. We have no desire in this story to recall the events that followed that eventful

day in 1914. We are principally concerned in this story with the history of these times as they directly affected our society and the Co-operative Movement in general.

From the fact that more than one-half of our food was at that period imported from abroad, and that the raw material for British manufactures was necessarily imported also, and that these would be affected, it can quite easily be understood that all sorts of direful jeremiads as to the future were pronounced by those who ought to have known better. From Parliament downwards it was urged that strenuous efforts must be made to combat the storm of bad trade and unemployment which would inevitably follow in the wake of war. One of the leading London newspapers, issued on 3rd August, 1914, stated that the effect of the war would be that of "a universal strike without strike pay"; and that "while, therefore, millions of workers will have no wages to spend, the fortunate few who have will find that they are worth less than half their normal value. Finally the collapse of credit—even the best credit—will bring the most cautious face to face with ruin."

This was indeed the opportunity for the pessimist, of whom we have already spoken in previous pages. His first concern was to rush to withdraw his capital and to purchase quantities of goods far beyond his normal requirements. The ordinary trader, taking advantage of the "law of supply and demand," immediately raised the prices of the goods already in his possession. The unusual spectacle was seen of the traffic in the shops having to be regulated by only allowing a limited number of members to be admitted at one time. Soon it was

found, moreover, that whilst the prices of goods in the hands of the private traders went up, the prices at the store remained at their old level so long as the stock lasted. So great was the immediate demand that the committee of management had to take steps to limit the quantities supplied to each member. The general public had at this period every reason to be thankful that a Co-operative Store existed in their midst. Even the Prime Minister himself, on 26th July, 1915, wrote to Congress that he fully recognised "the value of the services rendered by the Co-operative Societies." Our society claims its share of this recognition for services rendered at this critical period.

Contrary to general expectations the immediate effect of the war was, in most of cases, that the worker had more regular work than before the war, and in some cases more regular work than ever before in his life. While, therefore, when the society had to replenish its stocks, and which were necessarily costing more as time went on, the worker was enabled by his extra wages, bonuses, and overtime to compensate for this. At this period, from the society's balance sheet, we find that for the year 1914 the cash received for sales amounted to £99,217, as compared with £321,146 for the year 1920.

The capital of the society in 1914 was £37,799, as against £67,083 in 1920. Truly the foundation of the Co-operative Movement and Leadgate Society had been laid on a sure foundation, when such remarkable things have been accomplished in spite of such opposition from outside sources. This satisfactory state of affairs has only been accomplished, however, by dint of hard work by all concerned in the management of the society. It

was found out early that the old methods of doing business had to be scrapped, and that to keep abreast with the markets necessitates the utmost vigilance. The stocks available in the world's markets were being diverted, and in many cases exploited by the unscrupulous merchant at the expense of the consumer.

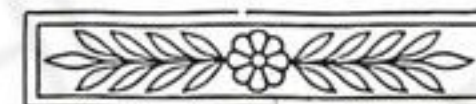
After repeated warnings and threatenings by the Government, and exhortations to economise, it was found necessary, in 1918, to set up a system of food control. With the history of the control system our members are all too familiar to need any reminder in this book. We will leave the reader to his own conclusions as to the success or otherwise of the system; but, undoubtedly, food control did benefit the consumer in the long run, although it may be said that sometimes the administration was at fault. At the outset the Co-operative Societies were seriously hampered by the authorities, but, after ceaseless agitation by the Co-operative Movement, they eventually obtained a certain amount of representation on the various committees that were set up in connection with the working of the system.

Another factor in connection with the war that had a big influence in the affairs of the society was the depletion of the staff, owing to the patriotic fervour animating the employees at the Central and its branches. At the outset the committee made it known that the places of employees who enlisted would be kept open for them, and that allowances would be granted to them, to supplement the Government allowances to the wives and families whom they left behind.

The society has every reason to be proud of its employees who voluntarily threw aside their aprons and donned the "khaki" in the time of their country's need. All honour to them.

To carry on the business the committee were forced to employ female labour; and in spite of the fact that a large number of those engaged had not had any previous experience, it is gratifying to know that they succeeded beyond all expectations, and were able to cope with the rapidly increasing business of the society. From the outset no falling-off in trade took place, and the members are to be congratulated on the manner in which they met the new situation that had arisen.

At times "grumbler" made his voice heard, but he did not find many willing ears to listen to his tales of woe. Once the great difficulty of obtaining supplies and placing them into the shops was got over, the employees could be relied upon to see that their supplies were issued in the proportions fixed by the Food Control Regulations.





GENERAL MANAGER, 1879-1919.

CHAPTER VI.

Guiding Hands.

"It takes a soul
To move a body; it takes a high-souled man
To move the masses."

—Mrs. E. B. BROWNING.

IN the foregoing chapters an attempt has been made to give the reader an account of the progress and development of our society. These results, however, have only been attained by strict application of the motive power generated by those to whom in various times the affairs of the society were entrusted.

In the earliest days of the society's history, we can quite understand the difficulties that would present themselves to the committee, but fortunately there appeared on the scene a person who was in every way fitted for the position, and they had no hesitation in at once securing the services of Joseph Jewitt, already referred to. He did not receive the high-sounding title of general manager, but was for a long time termed "the shop-man." Since the inception of the society—although no such office as manager appears in the Rules yet—he holds a position of paramount importance in the society. All the business operations of the society are entrusted to his care, and he is the chief business

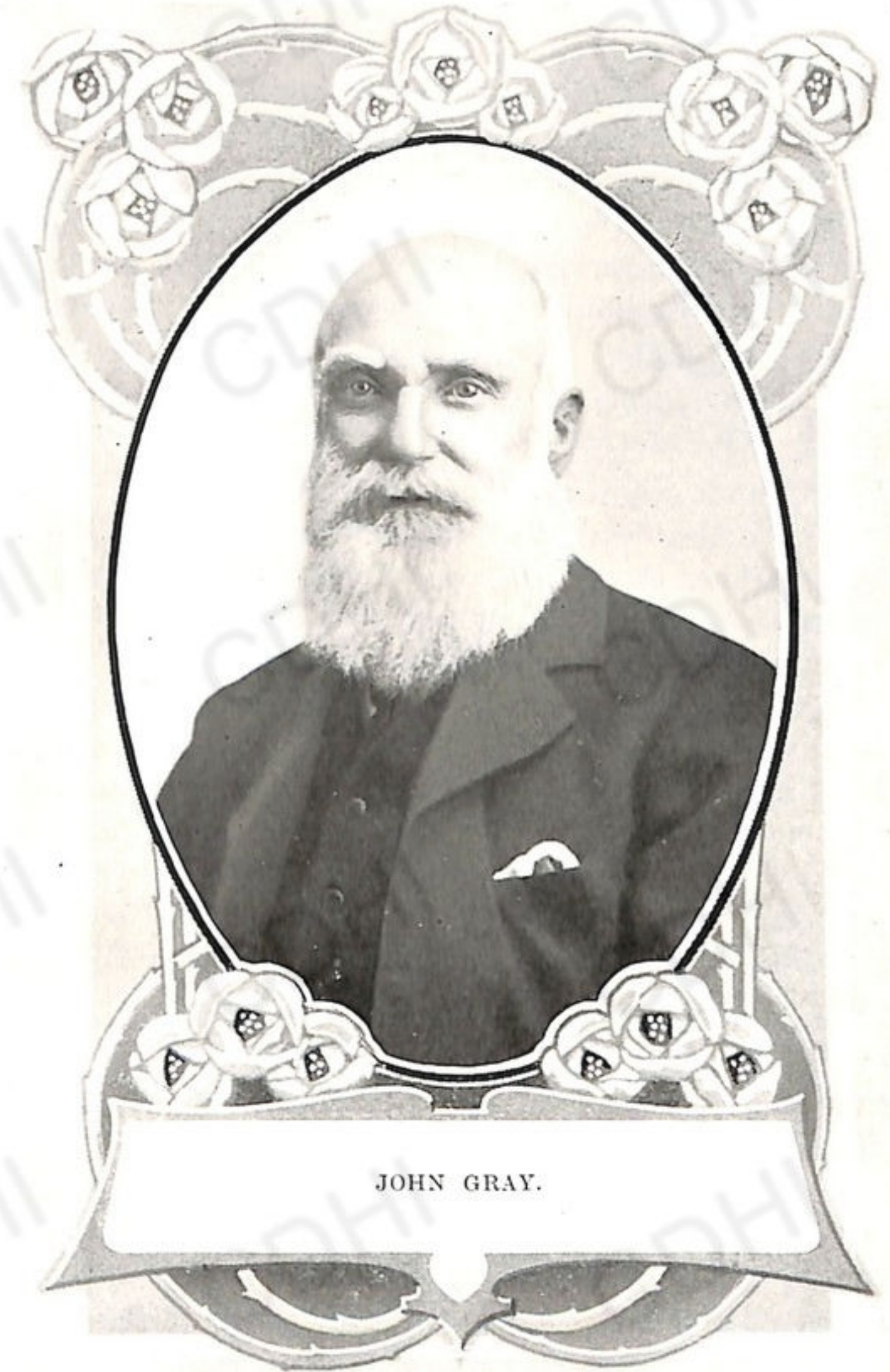
adviser of the committee. To him is entrusted the purchasing of the stocks and the method of conducting the sales in all departments. Although not possessing any voting power, he attends all meetings of the committee.

Whilst the foregoing remarks are applicable to-day, during the first months of the society's existence the committee acted with the manager in the purchasing of goods, but it was not long before the volume of trade made that method impossible. During its existence the society has been fortunate in its choice, and each has served "his day and generation" well.

During Mr. Jewitt's term of office the society steadily prospered; and when he resigned in 1876, it then had an annual turnover of £14,266, and a membership of 351. It then consisted of grocery, drapery, boot and shoe, and ware departments.

Following the aforementioned, the position of general manager was carried out by Thomas Foster, who had for a short time previous been in the employ of the society. In spite of the fact that he held the office during dark days of industrial depression, of which we have made reference in a previous page, he managed to keep the flag flying, and when he left, in 1879, the membership stood at 393.

Mr. Charles Clegg, who, from October, 1874, up to 1879, had held the position of cashier in the society, was appointed by the committee to this high and important office. It can be truly said that no society had a more faithful servant during the long years which followed his appointment. Mr. Clegg, who had previously been



JOHN GRAY.

SECRETARY.

engaged in the service of the Consett Iron Company's stock-taking department, together with his experience as cashier, gave him special advantages to direct the affairs of the society. He found ample opportunities afforded to enable him to bring out the great business instincts and real ability which he possessed.

As mentioned in a previous page, the year 1879 covered the period of the deepest depression in the coal trade. The miners' strike for better conditions took place, and it was at this time that Mr. Clegg was put into power to deal with the situation created. Gradually the effects of the strike wore off, and with the reviving trade, the manager's anxiety was in part relieved. The sales, which in 1878 reached £15,954, dropped in 1879 to £13,025, but still the management had faith, and this faith was fully justified, in the loyalty of the members. Mr. Clegg saw the need of a butchering department, and his suggestion was taken up by the committee, with the result that, in September, 1883, members were enabled to purchase their meat at the store. In March the sales in this department reached £569 for the quarter.

During the whole term of his position as manager, extending over a period of forty years, Mr. Clegg proved that he possessed a fine blend of excellent qualifications, both impelling and restraining. His judgment and strong will, together with an open and alert mind, made him quick and ready in grasping general principles, and also enabled him to patiently work out details. He at all times held the confidence of his employees; and by his kindly and fatherly advice did much to cement the bond of friendship that has throughout been a feature of our society. He was a most voracious

worker; and the manner in which he managed to get through the amount of business he was called upon to deal with each week often led those who had opportunities to come in contact with him to wonder how he did it. During all the years he held office huge trusts have been committed to him, and great authority was placed in his hands; yet we are certain in stating that never once was that trust betrayed, or that any of the powers vested in him were used for personal purposes. His whole concern was centred in the affairs of the society and its wellbeing.

When Mr. Clegg retired, in September, 1919, the committee were unanimous in recommending him to the general meeting of the members, and they in turn agreed that a pension allowance be made to him; and it is the earnest wish of all who know of his services to the society that he may live long to enjoy it. The employees also, at a social gathering shortly afterwards, suitably recognised the kindnesses and help that they had received from him. During his "captaincy" the sales of the society were raised from £13,025, in 1879, to £256,468, in 1919, and the membership from 393 to 3,197; and the removal took place from the cramped and unsuitable business premises in Front Street to large central premises at Leadgate, together with up-to-date new branch buildings at Chopwell and Blackhill, Allendale Cottages branch having been erected and destroyed during his tenure of office.

To Mr. Clegg, for the success of our society up to the time of his resignation, must be accorded no small portion of the credit, and we are empowered to state that it is his earnest wish that that success may be continued.

For a short period during the latter term of Mr. Clegg's office the committee placed Mr. William Stockton, the manager of the Allendale branch at his disposal, to assist him in the strenuous work of obtaining food supplies during the food shortage which existed during 1918-19.

In September, 1919, the present manager, Mr. Joseph Robson, was appointed. Mr. Robson is a native of West Stanley, and served his apprenticeship with the Co-operative Society of that place. After passing through the grocery department, he, for a period, was employed in the offices, and left there to take up the position of manager and secretary at Durham Co-operative Society. He came to us with the very highest of credentials. During the short time he has been in office, up to the time of penning these lines, he has introduced many innovations which tend to make the society of better service to its members. Chief amongst these is the Penny Savings Bank, which was commenced in January this year, and which has proved to be such a success that the funds standing to the credit of the depositors at the end of the first year's working are now £1,635. Great results are expected from this department, especially after the new rule, making it possible to deposit the maximum allowed by law (ten shillings) at one time, comes into operation.

In the foregoing paragraphs we have tried to pay tribute to one who has been directly identified with the success of our society, but no record of the progress made would be complete if reference were not made to two other officials, whose lives and actions are inseparably linked



JAMES SMITH.

PRESIDENT.

with the prosperity of our store. We refer to Mr. John Gray and Mr. Joseph Skelton. These two stalwarts, practically from the commencement of the society, together with the general manager, were and have been the back-bone of the Movement.

The position of secretary in the Leadgate Society is a somewhat peculiar one. The person filling the office of secretary, in a concern of the dimensions of our society, is a full-time officer. Up to the time of our Jubilee the appointment was made from year to year. The danger arising from this condition of things has caused the committee to at last—with the consent of the members—take steps to have the rule altered, which will, when approved by the Registrar, make the position of secretary more secure, and no longer at the mercy or caprice of a few disgruntled members at the annual meeting. Although, at the outset—when the whole of the work of distribution was performed by the shopman—the duties of the secretary would not be very arduous, of late years the position has been of a paradoxical nature, inasmuch as, though considered a spare-time appointment, it has necessitated appointing an official who was compelled to work full time.

During the society's existence, the present holder of the position is the fourth person who has wielded the pen. Of the earlier occupants, three of them served during the first five years, viz. :—John J. Thompson, April to October, 1870 ; Thomas Johnson, 1870 to 1875, when he relinquished this office to take up the duties of treasurer ; and John Winter, January to July, 1875. The present secretary however, had, prior to this date, served as one of our auditors for two years, having been

selected by the members to audit the society's accounts in 1873. For many years after his appointment Mr. Gray was able to follow up his ordinary occupation under the North Eastern Railway Company, but of late years his whole time has been devoted exclusively to the affairs of the society.

We are quite within bounds when we claim that we have a paragon of a Co-operative Society Secretary. His long and varied experience, together with his wide knowledge of the affairs of the commercial world, and his retentive memory, make him such that he is to all intents and purposes a Co-operative Society's Encyclopædia. In spite of the fact that he is now well past the period of man's "allotted span," his faculties are as alive to-day as when he took up office forty-five years ago. May he long be spared amongst us to give us the benefit of his counsel and advice. In all the schemes put forward for the benefit of the society, to Mr. Gray has been allotted the task of working out the cost ; and as a safeguard against reckless or unnecessary expenditure, he has no equal. At times, perhaps, his colleagues in the committee-room may not agree with him ; but whether in the majority or minority, Mr. Gray always gives a reason for the line of argument that he takes up.

Of late years he has received valuable assistance from Mr. Wm. J. Berryman, the cashier, who, on the few occasions that Mr. Gray has been absent from duty, has taken charge of this department with credit to himself and his chief.

Important as has been the part played on our society's stage by these officials, the piece would not be complete

without Mr. Joseph Skelton, the president for thirty-seven years. Previous to 1880 the chair had been occupied by three members, none of whom stayed very long. Mr. Joseph Bage, 1870-3; Thomas Elsdon, 1873-5; Alexander Frazer, 1875-9; Thomas Elsdon (second term), 1879-80.

No reform or scheme for the betterment of the society or the individual member has had a greater champion than the man who took up the guiding reins in 1880. From that time onward, through storm and sunshine, the wellbeing of the store was his first concern. Were the management going to start a new department, then the president would personally canvass the members to give it their patronage. He was not contented until he visited each member, and got his promise to deal with the store butcher when that department opened. The Central buildings at Leadgate and the branch premises will for all time stand as a monument of his skill as an architect and builder, for he did not rest contented with designing the buildings, but personally superintended their erection; and woe betide any contractor who attempted to introduce any shoddy material. As a proof of the members' appreciation of his services, only on one occasion during his long term of office was any opposition to his re-election moved. The members, however, again elected him by a large majority. Pages might be written of his work for the society. It was one of his bitterest pangs when he found, in 1917, that, owing to failing health, he would have to sever his official connection with the society in which he had so long laboured.

At a packed gathering of members, in the society's hall at Leadgate, Mr. Skelton was presented with an



GENERAL MANAGER.

illuminated address and a strong walking-stick, as mementoes of his long and faithful devotion to the society. The members and committee desired to do more than that, but he would not entertain the idea. Mr. Skelton maintained that what he had done had been a "labour of love," and that he had only done his duty and wanted no other reward.

Mr. William Brears was elected to succeed Mr. Skelton in 1917, after having served several terms on the committee, but, in the following year, 1918, he was succeeded by Mr. James Smith, who still holds office.

During the past few years the work of the president has very much increased, and is one requiring unceasing vigilance in superintending the affairs of the society. The membership is rapidly increasing, and new departures made to enable the society to keep abreast of the times. During the presidency of the present occupant, great strides have been taken, amongst others—

- (1) Offering facilities for members to invest up to the maximum (£100) in share capital (this will, in a short time, under the new rules, be increased to £200) ;
- (2) Accepting loans from members up to a further £100 (to be increased to £200) as above ;
- (3) The adoption of the Penny Savings Bank.

Other important matters are at present receiving the attention of the management committee ; and, probably before these lines are in the hands of the reader, will have become accomplished facts.

The committee have selected the present president to write this story of the society's rise and progress.

In its early days the position of treasurer in the society would be an important one, for we are told that, in the early seventies, he had to travel to Newcastle to bank the money. To-day, with the creation of the office of cashier in the society, the work of the treasurer is not of such importance. The new rules, in fact, make provision for the abolition of this office, and making the bankers of the society their treasurer. For fifty years this work has been carried on by three persons, viz. :—George Spark (1870–5), Thomas Johnson (1875–1912), and Joseph Snaith (1912 until the present time). At the period of writing the treasurer holds a seat on the committee of management. The writer has recollections of the sage advice given on all matters by Mr. Johnson, who, with his forty-two years of continuous service on the committee, was ever ready to instruct the new committee-man.

AUDITORS.

The auditing of the accounts of a Co-operative Society is of the utmost importance. It is one of the most essential things that the accounts of the society should be carefully kept and periodically examined, in order that the financial position may be safeguarded.

From the commencement of the society until the passing of the Industrial and Provident Societies Act, 1913, the members have selected men from amongst our own ranks to act as their auditors. During the first few years of the society's existence, the work of auditing the books, etc., would be very simple. The society has always



JOSEPH SNAITH.

TREASURER.



J. W. GLENWRIGHT.

AUDITOR.

included in its members men whose ability enabled them to carry out this work efficiently. When the membership, however, began to get into the region of the thousands, and the affairs of the branches required to be considered, the work became naturally more arduous. Still, however, "local talent" was equal to the situation; and it was only in consequence of the Act referred to—which made it compulsory—that a certificated auditor was appointed. Since that time (1913), Mr. James W. Glenwright, F.C.R.A., who is a public auditor under the Industrial and Provident Societies Act, has been entrusted with this work. The appointment is an annual one; but since his first election Mr. Glenwright has, at the end of each period, been re-elected without opposition. Each year he has paid a high compliment to the staff responsible for the manner in which the accounts have been kept.

We here give a list of the names of all the auditors up to the present, with the periods at which they acted in this capacity, two of whom were elected to serve each year:—

Robert Robson, 1870.

Charles Clegg, 1870 to 1874.

James Davison, 1872, and from 1876 to 1892; again elected in 1894, and 1896 to 1900.

John Gray, 1873 and 1875.

Alexander Frazer, 1874.

J. T. Curry, 1875 to 1877.

William Wiles, 1878 to 1880.

John W. Thwaites, 1880.

James Stewart, 1885.

Ralph Brown, 1888, 1893, and 1894.

George T. Emmerson, 1892, 1893; again elected in 1896, and served until 1913.

Thomas Christer, 1899.

Edward B. Foster, 1901 till 1913.

James W. Glenwright, F.C.R.A., 1913 to present time.

Whilst we are pouring out praise to the heads, we must not omit to mention another very important body of men who have nobly done their part in the advancement and success of our society. We refer to the members of the committee. We have seen how in the early days members were pressed into service on the committee; to-day numbers of good men present themselves for election, and it is often a difficult matter for the ordinary member to know whom to elect, so high are the qualifications of each candidate.

The system in force for election of officers and committee-men is the same as was in vogue fifty years ago. Nominations for committee-men are not taken until the evening of election, but steps are being taken to try and give the members an opportunity of remedying that out-of-date method. Another phase of the office of committee-man has also some disadvantages, viz.:—compulsory retirement at the end of each term of eighteen months. By this method the new committee-man is just reaching the stage when he is becoming valuable when he must retire; and, if successful at the end of his enforced absence of twelve months, he invariably finds he has to begin all over again, or at least a large amount of valuable time is spent in taking up the thread of the matters under discussion at the time of his return. In consequence of this system, the committee is for ever changing.

On another page we give a list of the various men who, from time to time, have played their part in the management. The list is lengthy, the names numerous, and, much as they deserve it, and much as we would like to give some reference to them separately, space forbids. Whilst these men have, for the most part, of necessity been drawn from the ranks of the workers, they have at all times represented the various grades into which the working classes are divided. Many of them were men of great worth and influence, of strong individuality,—men who would at any time command attention and recognition: their work and memories remaining stamped in transactions of the society and of succeeding generations. Again are included the idealist, the practical, the progressive, and the "stick-in-the-mud"; some educated, others with little learning: some great talkers and good speakers, whilst we find others who were of a quiet and retiring nature. All these various types have, to the best of their lights and abilities, done their share in rolling on the Co-operative chariot. May the society ever have at its disposal in the future men whose motives and ideals are as pure as the veterans who have gone before, and there can be no fear that its success is assured.

EMPLOYEES.

Whilst we, as members, are indebted to those who, from time to time, have been selected from amongst their fellows to manage the affairs of the society, we must acknowledge the truth of the old saw about the good fish in the sea being equal to those that are unfortunate in being caught. Our society has always made the well-being of its employees the first consideration. The



BRANCH AND DEPARTMENTAL MANAGERS.

Back Row—J. LAWSON, J. WALTON, J. R. HUTCHINSON, J. IRVIN, C. ROBSON.
Middle Row—W. J. BERRYMAN, T. TWEDDALL, L. WHITFIELD, W. STOCKTON, R. JOHNSON.
Front Row—E. LEYBOURNE, J. GRAY, H. PORTER.

foundation of any structure is the first essential; and without the co-operation of the employees, no concern is likely to flourish. In our society the aim and object of the management is to secure the best from the employees, in recognition of the fact that they are part of the Co-operative machine. It is one of the reasons for boasting in our society to-day that it still has amongst its employees its first apprentice (Mr. Thomas Lowes). Whilst some of those who assisted in the early successes of our society have now left us, still we number in our ranks many who have been, and still remain, assets in the cause of Co-operation. Foremost in this group must be mentioned the name of Mr. William Stockton, who became a grocer's apprentice on 29th December, 1879. Mr. Stockton, by his application to the affairs of the society, was selected to take charge of the society's first branch shop, at Allendale, in November, 1888; and, excepting the break of which we have referred to in another chapter, has continued to keep the flag flying in that district. As manager of this branch, Mr. Stockton has at all times retained the confidence of the members by his kindly spirit and the courteous manner in which he discharges his duties.

We have referred to Mr. Stockton in a previous paragraph; and we must now acknowledge the services of another employee who, so far as reputation is concerned, is more particularly identified with the affairs of the society. We refer to Mr. Thomas Tweddall, the assistant manager, or Tom, as he is familiarly called. Whilst manager, secretary, chairman, and committee may have contributed towards the success of the society, it must be admitted that Tom Tweddall had some "say" in the

matter. To him has fallen the lot of seeing to things being done, and in doing so he has had, on many occasions, an unpleasant task to perform; but the society desires to take this opportunity of expressing its obligation to this conscientious servant for all the hard words that he may have had to listen to. Mr. Tweddall's motto is—"I serve"; and unflinchingly he, to the best of his ability, carries out the work of the society.

Space forbids us to give a *resume* of the work of the builders of our society, but no record could be complete without reference to the services rendered by William John Berryman, who came into our society as an apprentice in January, 1892, at the Allendale Branch, but who was subsequently transferred, in 1896, to Leadgate, where he has remained ever since. During the food control period of the war, the whole of the work of registration was entrusted to Mr. Berryman. This in itself was no light task, as it necessitated the greatest care to be taken to keep abreast with the many and various orders that were being almost daily poured out from the headquarters of the Food Control Ministry. It happened on many occasions that, after all arrangements had been made to comply with a particular order's requirements, that an instruction would be issued that the order had been revoked.

It is well known that on many occasions Mr. Berryman's opinion was sought relating to the interpretation of food control orders, and his advice was always highly valued. He has served the society in the office of cashier since February, 1917.

On the same night that Mr. Berryman was engaged, the committee appointed Mr. Joseph Irwin as an apprentice

in the grocery department. Here he served in the various positions behind the counter until 1911. Just at this time the committee decided to put the hardware and boot department in charge of a male employee, and Mr. Irwin was selected to take up the management of the department. From the outset this proved to be a great success, and to-day the department has a turnover of almost £25,000 per annum. Mr. Irwin is a keen business man, and only wishes to be informed of a member's desire, when he will leave no stone unturned to have that desire carried out. He boasts that he can supply "from pins to steam-engines," and it only remains to our members to put him to the test with their orders.

The management of the other departments at the Central is entrusted to Mr. Edward Leybourne (drapery), who succeeded Mr. John Varty in February this year; Mr. Jacob Walton (butchering department); whilst Mr. Levi Whitfield has been in control of the boot repairing department since July, 1902, having previously been employed at the stool since 1878.

We cannot conclude this chapter without paying due tribute to the part played by the employees in attaining the great success that our society has reached. The relations that have existed between the management and the employees have, with very slight exceptions, been of the most cordial nature. It could not be expected that in a society with such a variety of operations, and considering the number of its workers, that causes for complaint or discontent would never arise. In all cases, however, once the grievance was voiced, the fair, considerate, and generous spirit to which we have already referred soon dispelled the clouds of dissatisfaction.

In Chapter I we referred to the shop hours of fifty years ago, together with the fortnightly half-holiday. Great improvements in the employees' conditions have been effected during the intervening period. At the quarterly meeting, held 4th April, 1874, it was decided "that a half-holiday be granted for each week." To-day the shop hours are regulated to make provision for a maximum of forty-four hours per week for the employees, and they are granted a whole day's holiday on each Wednesday. In addition, a generous period of holidays is granted each year, on full pay. Those of six months service are granted six working days, and after twelve months service this is extended to ten working days, in addition to all customary holidays.

The scale of wages is modelled on the same generous lines. The "four shillings a week" paid to the apprentice of 1872 is now 21s. per week for male apprentices, starting at the age of fourteen years; and by the time he reaches the age of twenty-four years this reaches 90s. per week. Female apprentices of fourteen years of age have a wage commencing at 21s. per week, which reaches 53s. 6d. on attaining twenty-one years of age. These figures, we venture to say, will compare favourably with wages paid by the private trader, and is something which must be placed to the credit of the society. At the same time it is only due to say that, as a class, the employees are a credit to the society, and that they prove themselves worthy of the generous treatment they receive. We have no hesitation in stating that they have few to equal them, as a class, for general efficiency, intelligence, and morality. Only on very rare occasions has it happened that it has fallen to the committee to deal with

transgressors. This fact is no doubt in a very large degree due to the high-toned example of the heads of the various departments; but still, at the same time, we do not wish to withhold some of the credit from the account of the employees themselves. The limitation of space only forbids us to particularise where all are so worthy of individual mention.

It only now remains to be said that one of the evidences of the cordial relationships that exist between the management and the employees is seen in the fact that few employees leave the society except by death or for some unavoidable cause. There have been instances where some have left to commence on their own account, but rarely do they leave to take up a position with an outside firm. Long may this state of affairs continue.



CHAPTER VII.

Jubilee Celebrations.

AS we have seen in a previous chapter, our society commenced its trading operations in the early months of the year 1870. It was therefore decided by the committee of management to duly recognise that great step when the society completed its Jubilee of successful work in 1920. Arrangements were accordingly made to devise the best manner in which to celebrate the occasion. After many suggestions had been considered, it was finally resolved that no better and more educational way of doing this could be found than by causing the History of the Society to be written, and a copy of the book presented to each member. In this way the management thought that the knowledge of what the founders had accomplished might act as a stimulus to the present generation to render honour to those who undoubtedly had "laboured in the vineyard in the heat of the day." This book is accordingly placed in the hands of the members with that object. It was also decided to hold a series of Concerts at the branches and the Central—the Concert at the Central to be preceded by a procession of horses, motors, etc., belonging to the society.

In pursuance of this plan, Concerts were held at Alledale Cottages, Chopwell, and Blackhill, on the 3rd, 10th,

and 17th July respectively, at which a first-class programme of music, consisting of solos, glees, part songs, etc., was rendered by the Annfield Plain Glee Party, assisted by Mr. W. F. Cockrill, of West Pelton. The Concerts were much appreciated by large audiences. At each place the president of the society (Mr. James Smith) gave a short *resume* of the society's progress, together with a brief account of the aims and advantages of Co-operation.

On Saturday, 24th July, the parade of which we have spoken took place at Leadgate, and created a tremendous amount of local interest. The horses and vehicles were very tastefully decorated, and were very much admired as they moved in procession through the streets of the town, afterwards visiting Iveston, Derwent Cottages, and onwards through Consett, returning to Leadgate via Sherburn Terrace. In the evening a monstre Meeting of the members took place in the society's hall, when another similar programme of music, etc., was gone through by the Glee Party. Here, as at the branches, the various efforts of the Party were applauded by the delighted audience. On this occasion, also, the president took the opportunity of reminding the members of the great heritage that had been handed down to them, after giving a short account of the progress of the society during the fifty years of its existence. It was shown that from a humble beginning, when, with only a handful of zealous Co-operators, in the spring of 1870, and with a turnover of £22 per week, the society was now doing a trade—in spite of restrictions of commodities, due to the food control system—of over £6,600 per week; and how it had grown from twenty-five members to between

three thousand and four thousand. The president concluded his address by expressing a hope that the future would be worthy of the past, and that it would depend upon the members of to-day whether the self-sacrifice of the pioneers of the society, of which we are so proud, had been suffered in vain. The future was in their hands—it would be what they determined.





M. THOMPSON.



J. SIDDELL.



JOS. SMITH.

COMMITTEE, 1921.



THOS. ROBINSON.



WM. ROBINSON.



P. McDONALD.

COMMITTEE, 1921.



J. G. PARRER.



A. AGEES.



Jos. ANDERSON.

COMMITTEE, 1921.



J. J. LUMLEY.



ROBERT ILEY.



M. McARDLE.



J. T. HARBOTTLE.

COMMITTEE, 1921.

CHAPTER VIII.

To-day and To-morrow.

“With aching hands and bleeding feet
 We dig and plant, lay stone on stone;
 We bear the burden and the heat
 Of the long day, and wish 'twere gone;
 Not till the hours of light return
 All we have built do we discern.”

IN the previous chapters of this little story we have been looking backward to what has already been attempted and accomplished, for this is a record of the past. The diggers and the planters—the men referred to by the forgotten poet,—the men of the lean, strenuous, and early days,—with few exceptions, are no longer with us. To few, indeed, of the early pioneers is the privilege accorded to discern the marvellous growth upward and outward of the small mustard seed of Co-operation that was planted in April, 1870. We think it is only fitting that, before we write “finis” to these pages, we take a glance at the position to which we have to-day attained, and also into the pages of the future history of our society.

Its growth has continued steadily in spite of the setbacks of which we have spoken in previous chapters.

When the doors of the society were first opened, 25 members had paid into the society's treasury, in the form of subscriptions and entrance fees, the sum of £6 4s. 6d. At the end of the first quarter's transactions, the subscription book reveals the fact that this sum had grown to £20 16s. 0d. Every year since its commencement—bad and good—has added to its membership,

which to-day stands at 3,506. From a perusal of the balance sheet, showing the transactions of the society during its Jubilee year, we extract the following particulars:—

	£
Annual Sales	321,146
Cash paid for Goods, etc.	268,841
Subscriptions received	6,203
Dividend	31,206
Interest	3,379
Share Capital	71,520
Deposits in Small Savings Bank	1,635
Reserve Fund	5,273
Cash in hand and at Bank	4,401
Stocks at end of year	41,418
Wages paid during year	19,375

During the period of the society's existence the total sales have been close upon three million pounds. Some of the fruit it has borne is seen in the fact that it has paid out to its members the sum of £533,935—over half-a-million pounds—in dividend. We can all understand something of the comfort and help which this sum will have brought into the homes of its members in the hours of their need, and how the “store divi.” will have tended to tide over the adverse circumstances and oft-recurring difficulties that are ever arising in the homes of all toilers. Add to this sum the fact that the treasurer has paid out, in the form of withdrawals of share capital, no less a sum than £527,411, and it will tend to convince the most sceptical of the immense value and possibilities of the Co-operative Society in the lives of the working classes. In addition, many members have been able, through the

facilities that the society offers, to purchase or build a home for themselves, thereby rendering their natural independence more secure.

Some idea of the volume of trade of our society may be realised from a study of the figures we give below, which represent the quantities of staple articles of food retailed per annum :—

Flour	982 tons.
Bacon and Hams	78 „
Butter	13 „
Lard	22 „
Tea.....	7 „
Sugar	100 „
Potatoes	333 „
Soap	16 „

It, further, possesses buildings, etc., used for trade purposes, which, by its system of depreciation, are now brought down to a purely nominal figure,—out of all proportion to what they would realise in the building market—which further tends to the unquestionable stability of the society.

The facts we have here set forth relate to the material side of the Movement, but the society has ever a listening ear to hear, and a ready hand and open heart to deal with any case of distress, or help along any institution that has for its object the relief of suffering or the general public well-being. The principles of mutual self-help and trust in each other which it naturally inspires are moral principles, and no matter what might be the state of any individual before he becomes a Co-operator, it cannot be denied that when he becomes a *true* Co-operator he is a better man for it, for he cannot be other than

sympathetic, trustful, and unselfish in his dealings with his fellows. Connection with the Co-operative Movement, more especially in the management of a society, offers many opportunities for the exhibition of the finest traits of a person's character. The employee, if he himself is a *true* Co-operator, and his whole heart is in the Movement, will certainly be industrious, courteous to all, painstaking, and honest. It will afford him the greatest pleasure to anticipate the wishes of the members with whom he comes in contact, recognising that the well-being of each and the success of the society depends entirely upon the degree of mutuality that exists between them.

The member who becomes a committee-man naturally receives an education in business methods ; and by virtue of the many diverse and complex problems with which the store committee-man is frequently faced, he at length develops a more broadened outlook and enlightened view of the phases of human nature.

In all the various departments and divisions of the society's affairs, whether they be those of members or employees, success will only follow where the motto of "Mutuality" is ever before their eyes and religiously practised.

So much for the past. What story will be told fifty years hence, in 1970 ?

As we stand on the hill of time, it is quite an easy matter to look down upon the valley from which we have come, and see the mistakes that have been made in the ascent, and to smile at our fears and doubts at the time when we encountered them, and now be satisfied. Each should ask himself or herself the question—

“ Will the next fifty years be worthy and commensurate with its glorious past ? ” The Co-operative Movement will certainly go on, because it is essentially a part of the working-class effort to a higher life. Our society has a great future before it, and it greatly depends whether the spirit of the old pioneers still prevails, and is still strong enough to disperse the forces of the pessimistic croakers and “ stick-in-the-muds,” or not. Let us then each resolve to “ go up and possess the good land,” for we are well able.

At the time of writing, great changes are taking place within our midst. New housing schemes are being developed, and the society appears to be on the verge of even greater prosperity. Proud as we are of the present, and genuine as is our gratitude for a wonderful past, we are still far from realising our possibilities. Barriers may bar our way, rebuffs may make rough our road onward, the pressure of adversity may put our faith to the test, but we cannot get away from the fact that, in spite of these things, the fairest day in our history has yet to come. New times will create new dangers and new responsibilities, but our triumphs will not lag behind if the virtues which won victories in the past abide with us in the days to come. We must again make up our minds to see to it, by our thought and by our action, that the future of our society is what it ought to be. Strong, therefore, we must be with that inspiration of the future which quickened the leaders of the past, and resolve that—

“ THE BEST IS YET TO BE.”

THE END.

OFFICIALS OF THE SOCIETY

FROM 1870 TO 1920.

PRESIDENTS.

JOSEPH BAGE	1870 to 1873
THOMAS ELSDON	1873 to 1875
ALEXANDER FRAZER.....	1875 to 1879
THOMAS ELSDON	1879 to 1880
JOSEPH SKELTON	1880 to 1917
WILLIAM BREARS	1917 to 1918
JAMES SMITH	1918 to present time

SECRETARIES.

JOHN J. THOMPSON	1870 (April to October)
THOMAS JOHNSON	1870 to 1875
JOHN WINTER	1875 (January to July)
JOHN GRAY	1875 to present time

TREASURERS.

GEORGE SPARK	1870 to 1875
THOMAS JOHNSON	1875 to 1912
JOSEPH SNAITH	1912 to present day

COMMITTEES.

1870.

THOMAS ELSDON.	GEORGE MURRAY.
JOHN PATTISON.	THOMAS JOHNSON.
ALEXANDER FRAZER.	JOHN DONNELLY.
JAMES CAYGILL.	PATRICK McNANNY.
GEORGE JEWITT.	

1871.

JOHN BEWLEY.	GEO. T. JEWITT.
THOMAS IRWIN.	JOHN DONNELLY.
JAMES CAYGILL.	THOMAS ELSDON.
ALEXANDER FRAZER.	JOHN PATTINSON.
PATRICK McNANNY.	

1872.

JOHN VALANTINE.	JOHN PATTINSON.
WILLIAM TURNER.	JOHN BEWLEY.
MARK LOWDON.	ALEXANDER FRAZER.
GEORGE T. JEWITT.	THOMAS IRWIN.
THOMAS ELSDON.	

1873.

ROBERT WESTROP.	J. KEENLEYSIDE.
GEORGE JEWITT.	MARK LOWDON.
JOHN VALLENTINE.	THOMAS ELSDON.
ALEXANDER FRAZER.	JAMES BOAST.
JOSEPH DAVEY.	

1874.

RICHARD CARR.	THOMAS IRWIN.
JAMES DAVISON.	SAMUEL PARLETT.
JAMES BOAST.	JOHN VALLENTINE.
JOHN WINTER.	MARTIN BELL.
ROBERT WESTROP.	

COMMITTEES—Continued.

1875.

RICHARD CARR.	JOSEPH SKELTON.
GEORGE SPARK.	JOHN PATTINSON.
MARK LOWDON.	JAMES BOAST.
ROBERT WILKINSON.	JOHN BELL.
JOHN BATEY.	

1876.

WILLIAM LAIDLAW.	JOHN BELL.
GEORGE SPARK.	JOHN PATTINSON.
WM. TELFORD.	W. ANDERSON.
ROBT. WILKINSON.	ED. WHORLEY.
JOHN BATEY.	

1877.

R. CARR.	JOHN VALENTINE.
GEO. SPARK.	JOHN PATTINSON.
WM. TELFORD.	N. LOCKEY.
ROBT. WILKINSON.	EDWARD WORLEY.
JOSEPH SKELTON.	

1878.

R. CARR.	JOHN VALLENTINE.
JOS. MEALEY.	P. MCGURK.
WM. ANDERSON.	N. LOCKEY.
JOHN DALEY.	THOMAS ELSDON.
JOSEPH SKELTON.	

1879.

JOHN JEWITT.	JOHN PATTINSON.
JOHN MEALEY.	P. MCGURK.
WM. ANDERSON.	W. C. BOWMAN.
JOHN DALEY.	HENRY POSTLE.
JOSEPH SKELTON.	

COMMITTEES—Continued.

1880.

THOMAS ELSDON.	JOHN PATTINSON.
JOHN MEALEY.	J. STEWART.
WM. ANDERSON.	ROBERT WILKINSON.
JOHN DALEY.	HENRY POSTLE.
THOMAS IRWIN.	

1881.

THOMAS ELSDON.	JOHN PATTINSON.
JOHN JEWITT.	EMMERSON JACKSON.
WILLIAM ANDERSON.	WILLIAM TINKLER.
JOHN DALEY.	THOMAS WHITE.
THOMAS HARDY.	

1882.

THOMAS ELSDON.	JAMES WHITE.
JOHN PATTINSON.	J. JEWITT.
E. JACKSON.	WILLIAM TURNER.
THOMAS WHITE.	THOMAS HARDY.
THOMAS MAXWELL.	

1883.

THOMAS ELSDON.	WILLIAM TINKLER.
JAMES WHITE.	JOHN JEWITT.
MICHAEL SPARK.	THOMAS WHITE.
THOMAS HARDY.	JOHN DALEY.
ROBERT STORRICK.	

1884.

THOMAS ELSDON.	WILLIAM TINKLER.
JOHN JEWITT.	MICHAEL SPARK.
ALEX. DUNCAN.	JOHN PATTINSON.
THOMAS HARDY.	JOHN DALEY.
ROBERT STORRICK.	

COMMITTEES—Continued.

1885.

THOMAS ELSDON.	EDWARD B. FOSTER.
JOHN JEWITT.	JOHN WINTER.
JOSEPH WALKER.	JOHN PATTINSON.
JOHN DALEY.	ROBERT STORRICK.
WILLIAM TURNBULL.	

1886.

JOHN JEWITT.	JAMES WHITE.
JOHN PATTINSON.	JOSEPH WALKER.
THOMAS HARDY.	STEPHEN NICHOLSON.
JOHN DALEY.	ROBERT STORRICK.
WILLIAM TURNBULL.	

1887.

JOHN JEWITT.	JAMES WHITE.
JOHN PATTINSON.	THOMAS HARDY.
JOHN WINTER.	STEPHEN NICHOLSON.
JOHN DALEY.	EDWARD B. FOSTER.
JOHN MAUGHAN.	

1888.

JOHN JEWITT.	JAMES WHITE.
JOHN PATTINSON.	THOMAS HARDY.
JOHN WINTER.	STEPHEN NICHOLSON.
JOHN DALEY.	EDWARD B. FOSTER.
JOHN MAUGHAN.	

1889.

JOHN JEWITT.	JAMES WHITE.
ROBERT WALKER.	JOHN WINTER.
WILLIAM TURNBULL.	JOSEPH WALKER.
JOHN DALEY.	EDWARD B. FOSTER.
JOHN MAUGHAN.	

COMMITTEES—Continued.

1890.

JOHN JEWITT.	JAMES WHITE.
ROBERT KELLY.	JOHN WINTER.
WILLIAM TURNBULL.	JOSEPH WALKER.
JOHN DALEY.	EDWARD B. FOSTER.
JOHN MAUGHAN.	

1891.

JOHN JEWITT.	JOHN PATTINSON.
ROBERT KELLY.	JOHN WINTER.
WILLIAM TURNBULL.	JOSEPH WALKER.
JOHN MAUGHAN.	WILLIAM PUGSLEY.
WILLIAM TINKLER.	

1892.

JOHN JEWITT.	JOHN RIDLEY.
ROBERT KELLY.	JOHN WINTER.
WILLIAM TURNBULL.	JOSEPH WALKER.
JOHN MAUGHAN.	WILLIAM PUGSLEY.
ALEX. DUNCAN.	

1893.

JOHN JEWITT.	JOHN RIDLEY.
ROBERT KELLY.	JOHN WINTER.
WILLIAM TURNBULL.	JOSEPH WALKER.
JOHN MAUGHAN.	ALEXANDER DUNCAN.
E. B. FOSTER.	

1894.

JOHN JEWITT.	JOHN RIDLEY.
ROBERT KELLY.	JOHN WINTER.
THOMAS MUSE.	JOSEPH WALKER.
WILLIAM TINKLER.	GEORGE WALTON.
JAMES MULHOUSE.	

COMMITTEES—Continued.

1895.

JOHN JEWITT.	JOHN RIDLEY.
ROBERT KELLY.	JOHN WINTER.
THOMAS MUSE.	JOSEPH WALKER.
WILLIAM TINKLER.	GEORGE WALTON.
JAMES MILHOUSE.	

1896.

JOHN JEWITT.	JOHN RIDLEY.
ROBERT KELLEY.	JOHN WINTER.
THOMAS MUSE.	WILLIAM TINKLER.
GEORGE WALTON.	JOHN STEELE.
RALPH B. BROWN.	

1897.

JOHN JEWITT.	JOHN RIDLEY.
ROBERT KELLEY.	JOHN WINTER.
THOMAS MUSE.	WILLIAM TINKLER.
GEORGE WALTON.	RALPH P. BROWN.
JOSEPH WALKER.	

1898.

EDW. B. FOSTER.	JOHN RIDLEY.
ROBERT KELLEY.	JOHN WINTER.
THOMAS MUSE.	WILLIAM TINKLER.
GEORGE WALTON.	JOSEPH WALKER.
JOHN MAUGHAN.	

1899.

EDWARD B. FOSTER.	WILLIAM HOGAN.
ROBERT KELLEY.	JOHN WINTER.
THOMAS MUSE.	GEORGE WALTON.
JOHN MAUGHAN.	JOSEPH WALKER.
WM. WILLIAMSON.	

COMMITTEES—Continued.

1900.

EDWARD B. FOSTER.	WILLIAM HOGAN.
WILLIAM HICKFORD.	GEORGE WALTON
THOMAS TURNBULL.	JOSEPH WALKER.
JOHN MAUGHAN.	WM. WILLIAMSON.
	THOMAS WESTHORPE.

1901.

EDWARD B. FOSTER.	JOHN PIGG.
RALPH P. BROWN.	WM. HICKFORD.
THOMAS TURNBULL.	ROBERT KELLEY.
WILLIAM THOMPSON.	JOSEPH WALKER.
WM. WILLIAMSON.	THOMAS WESTHORPE.
JAMES M. BARRON.	HENRY MAKEPEACE.

1902.

JOHN PIGG.	JOHN RIDLEY.
WILLIAM HOGAN.	RALPH P. BROWN.
ROBERT KELLEY.	WM. THOMPSON.
WM. E. NICHOLSON.	OWEN McCABE.
JAMES M. BARRON.	HENRY MAKEPEACE.
JOSEPH SNAITH.	STEPHEN NICHOLSON.

1903.

WILLIAM WILLIAMSON.	ROBERT KELLEY.
JOHN RIDLEY.	WILLIAM HOGAN.
WM. E. NICHOLSON.	THOMAS TURNBULL.
THOMAS WESTHORPE.	OWEN McCABE.
JOSEPH SNAITH.	STEPHEN NICHOLSON.
JOSEPH KELL.	GEORGE JACKSON.

COMMITTEES—Continued.

1904.

WILLIAM WILLIAMSON.	J. H. STOKOE.
ROBERT KELLY.	THOMAS TURNBULL.
THOMAS WESTHORPE.	JOHN PIGG.
W. F. LANE.	JOSEPH KELL.
GEORGE JACKSON.	MATT. M. MARLEY.
W. THOMPSON.	JOSEPH SNAITH.

1905.

W. E. NICHOLSON.	WILLIAM BREARS.
JOHN PIGG.	WM. F. LANE.
WM. HOGAN.	M. H. MARLEY.
W. WILLIAMSON.	WM. THOMPSON.
JOSEPH SNAITH.	W. HICKFORD.
P. CAMERON.	T. TURNBULL.

1906.

W. E. NICHOLSON.	R. KELLY.
WM. BREARS.	WM. HOGAN.
WM. WILLIAMSON.	GEORGE JACKSON.
JOHN PIGG.	W. HICKFORD.
T. TURNBULL.	G. W. GOULDEN.
WM. THOMPSON.	WM. DENSHAM.

1907.

ROBERT KELLY.	PETER CAMERON.
GEORGE JACKSON.	JOHN PIGG.
WM. F. LANE.	GEO. W. GOULDEN.
WM. HOGAN.	WM. THOMPSON.
WM. DENSHAM.	JOS. SNAITH.
M. H. MARLEY.	P. HUGHES.

COMMITTEES—Continued.

1908.

PETER CAMERON.	WM. BREARS.
PATRICK MATTHEWS.	W. F. LANE.
WM. HOGAN.	E. BATEY.
G. W. GOULDEN.	JOS. SNAITH.
M. H. MARLEY.	P. HUGHES.
W. WILLIAMSON.	GEORGE JACKSON.

1909.

WILLIAM BREARS.	G. STEELE.
P. MATTHEWS.	E. BATEY.
G. W. GOULDEN.	J. H. PIGG.
W. F. LANE.	W. WILLIAMSON.
GEORGE JACKSON.	T. TURNBULL.
J. SNAITH.	P. CAMERON.

1910.

G. STEELE.	WM. WILLIAMSON.
J. H. PIGG.	WM. F. LANE.
HY. WALTON.	M. H. MARLEY.
J. BAINBRIDGE.	THOS. TURNBULL.
J. SNAITH.	PETER CAMERON.
MATT. B. STOREY.	WM. THOMPSON.

1911.

GEORGE W. GOULDEN.	J. L. FERGUSON.
M. H. MARLEY.	WM. BREARS.
M. B. STOREY.	WM. THOMPSON.
J. H. PIGG.	WM. DENSHAM.
GEORGE JACKSON.	JAMES SMITH.
THOMAS TURNBULL.	WM. N. JOHNSON.

COMMITTEES—Continued.

1912.

M. B. STOREY.	M. H. MARLEY.
WM. BREARS.	J. H. PIGG.
JOSEPH SNAITH.	WM. DENSHAM.
THOMAS McALOON.	WM. WALTON.
GEORGE JACKSON.	JAMES SMITH.
THOMAS TURNBULL.	WM. N. JOHNSON.
PATRICK MATTHEWS.	

1913.

M. B. STOREY.	WM. BREARS.
WM. WILLIAMSON.	M. H. MARLEY.
THOMAS McALOON.	W. WALTON.
G. W. GOULDEN.	GEORGE JACKSON.
P. MATTHEWS.	W. THOMPSON.
W. J. CARR.	M. R. THOMPSON.
JACOB SIDDELL.	

1914.

WILLIAM BREARS.	JAMES SMITH.
PETER CAMERON.	ROBERT GLADDERS.
WM. WILLIAMSON.	GEO. W. GOULDEN.
GEORGE JACKSON.	JOHN H. PIGG.
THOMAS TURNBULL.	A. J. OLIVER.
WM. THOMPSON.	W. J. CARR.
M. R. THOMPSON.	JACOB SIDDELL.
WM. DENSHAM.	WM. JOHNSON.
E. B. FOSTER.	

COMMITTEES—Continued.

1915.

JAMES SMITH.	WILLIAM ROBINSON.
P. MATTHEWS.	J. WALTON.
JOSEPH SMITH.	PETER CAMERON.
ROBT. GLADDERS.	J. H. PIGG.
THOMAS TURNBULL.	JOHN DOCHERTY.
JAMES R. FOSTER.	A. J. OLIVER.
WM. DENSHAM.	W. H. JOHNSON.
THOMAS ROBINSON.	JOHN DALY.

1916.

WM. ROBINSON.	PATRICK MATTHEWS.
WM. BREARS.	J. WALTON.
JOSEPH SMITH.	JOHN DOCHERTY.
M. B. STOREY.	JAMES R. FOSTER.
THOMAS ROBINSON.	JOHN DALEY.
WM. WILLIAMSON.	J. J. FRENCH.

1917.

JAMES SMITH.	JOS. D. COVERDALE.
J. H. RIDLEY.	WM. BREARS.
M. B. STOREY.	JOHN G. JEWITT.
PETER McDONALD.	WM. WILLIAMSON.
J. J. FRENCH.	JACOB SIDDELL.
P. CAMERON.	WM. DENSHAM.

1918.

JOSEPH SMITH.	JOHN DOCHERTY.
R. S. SKELTON.	J. H. RIDLEY.
P. McDONALD.	JOHN TURNBULL.
JOHN H. BELL.	ROBT. KELLY.
PETER CAMERON.	WM. DENSHAM.
W. ROBINSON.	G. H. WALTON.
H. CRAGGS.	THOMAS ROBINSON.

COMMITTEES—Continued.

1919.

ALEX. HOGAN.	ALBERT SIMPSON.
JOHN ROBINSON.	J. H. BELL.
ROBT. KELLY.	JOHN DALY.
EDWARD GRANT.	H. CRAGGS.
THOMAS ROBINSON.	WM. JAMESON.
M. B. STOREY.	WM. BURNETT.
J. FRENCH.	JOHN DOCHERTY.

1920.

ALEX. HOGAN.	ALBERT SIMPSON.
PETER McDONALD.	JOSEPH SMITH.
EDWARD GRANT.	JOHN G. PARKER.
JOSEPH ANDERSON.	JOSEPH J. LUMLEY.
WM BURNETT.	J. J. FRENCH.
WM. ROBINSON.	AARON AGER.
JACOB SIDDELL.	PATRICK MATTHEWS.

WILLIAM HOGAN.



TABLE SHOWING THE PROGRESS OF THE SOCIETY SINCE ITS COMMENCEMENT.

	Cash Received for Sales.	Cash Paid for Goods & Carriage.	Subscriptions Received.	Withdrawals Paid.	Dividends.	Interest.	Average Capital.
1870, Half-year	£801 9 4	£814 4 4½	£98 7 10	£3 3 5	£49 5 0	£2 6 6	£101
1871.....	2466 19 9	2135 5 0½	147 5 4	65 3 8	185 8 8	11 3 3	247
1872.....	5898 18 11½	5628 11 7	473 19 4	191 9 9	576 11 2	32 4 11	723
1873.....	11956 17 4	11328 11 1	657 1 9	524 12 8	1145 4 4	83 19 6	1826
1874.....	12364 18 3½	10396 18 0½	383 6 4	1509 12 9	1215 2 7	125 13 9	2633
1875.....	12277 3 1½	10694 18 10	482 0 1	1222 9 2	1179 14 8	138 18 10	2808
1876.....	14266 15 6	12213 1 1½	196 7 9	1081 3 7	1410 17 4	189 12 6	3519
1877.....	16274 12 1	14419 6 1½	354 14 7	1738 12 0	1571 15 6	210 6 1	3915
1878.....	15954 5 7½	13132 11 0½	128 7 9	2254 8 2	1454 15 5	205 16 3	3784
1879.....	13025 3 4½	11200 3 7½	140 3 0	2084 1 1	1204 10 4	170 11 5	3272
1880.....	14406 19 4	11897 5 5	86 8 0	1721 0 7	1345 19 2	158 7 5	3026
1881.....	15118 1 1	13012 19 1½	306 3 8	1645 12 5	1475 15 7	169 16 1	3220
1882.....	15557 1 1	13306 13 9	256 0 9	1459 13 4	1459 15 6	188 9 7	3589
1883.....	16239 2 1½	13587 13 0	346 5 8	1925 9 0	1689 9 10	205 3 8	3879
1884.....	16249 5 7	13367 15 7	102 0 5	2039 1 2	1797 19 6	215 15 3	4036
1885.....	15085 8 7½	12222 18 3	295 3 4	2107 8 4	2176 5 10	220 13 0	4232
1886.....	16025 14 7½	12872 9 4	413 6 11	2206 6 7	2366 8 1	246 7 7	4720
1887.....	15987 15 9	12496 10 9½	178 5 0	2704 13 6	2342 4 9	274 19 3	5156
1888.....	16520 2 5½	13311 10 11½	17 2 7	2470 7 6	2157 9 2	272 11 2	5092
1889.....	17819 9 4½	14143 15 2	15 5 10	2336 15 6	2414 5 4	286 19 3	5375
1890.....	18685 7 5½	14581 12 0	17 1 5	2251 16 6	2791 0 10	309 12 4	5808
1891.....	21664 19 8	16418 19 3	65 14 11	2628 9 1	3733 18 7	358 0 0	6813
1892.....	22408 0 5½	16992 10 3	376 0 11	4025 1 7	3854 6 8	388 5 3	7415
1893.....	25209 1 9½	19085 5 4	715 9 10	3824 7 6	4301 8 1	451 7 8	8738
1894.....	30636 1 5	23318 14 10	508 10 2	5005 18 11	5669 4 3	539 14 11	10293
1895.....	32577 5 11	24025 8 2	75 5 8	6151 3 5	6297 16 8	595 9 9	11242
1896.....	35749 10 6½	26157 9 2½	96 3 1	6125 12 8	6823 7 0	642 18 1	12197

TABLE SHOWING THE PROGRESS OF THE SOCIETY SINCE ITS COMMENCEMENT.—Continued.

	Cash Received for Sales.	Cash Paid for Goods & Carriage.	Subscriptions Received.	Withdrawals Paid.	Dividends.	Interest.	Average Capital.
1897.....	£38452 6 9½	£28222 2 6½	£86 2 9	£6632 15 5	£7272 5 0	£710 8 7	£13495
1898.....	41517 11 2	30544 1 6	90 4 9	7766 6 11	7872 11 8	770 8 8	14550
1899.....	44150 18 11½	33176 8 1	106 16 3	7105 6 8	8333 11 2	845 11 2	16065
1900.....	51539 15 0	39411 16 9½	185 5 11	8111 3 11	9587 9 10	956 10 3	18220
1901.....	56677 14 2½	42242 17 9	170 19 11	9348 6 6	10651 14 9	1093 6 6	20895
1902.....	55081 18 4	41521 17 3½	152 5 9	11352 8 7	10104 2 2	1080 3 10	21765
1903.....	59522 3 0½	43670 4 3	129 16 10	10966 5 9	11340 0 9	1104 19 8	22062
1904.....	59624 11 0½	44032 16 4½	135 6 2	12191 16 8	11721 2 4	1169 9 0	23192
1905.....	60630 5 7½	43367 1 0	132 9 0	12182 15 9	11931 1 4	1211 10 9	23886
1906.....	66392 4 9	49003 5 9½	177 1 2	12654 10 7	12936 8 0	1282 16 11	25263
1907.....	74803 18 4½	55200 3 4½	182 5 1	13560 11 6	15300 19 0	1335 15 3	27551
1908.....	77747 7 3½	57644 14 2½	217 4 7	16042 8 3	15374 12 0	1490 19 11	29488
1909.....	79308 9 11½	59094 8 1½	223 5 9	15968 7 3	16609 0 1	1530 7 11	30215
1910.....	83591 4 4½	60722 19 1½	218 19 8	19972 16 8	17381 18 6	1579 1 9	31289
1911.....	84238 12 0	61577 5 8	209 2 10	18402 19 8	17503 19 8	1577 7 0	31288
1912.....	88105 3 7½	65166 4 9½	278 1 4	17887 6 3	17699 12 7	1626 3 11	32540
1913.....	96589 3 6	71233 17 8	305 13 7	18475 12 5	19382 12 6	1746 14 1	34749
1914.....	99217 16 9½	73344 18 8	245 1 7	19499 3 7	19684 16 6	1887 17 6	37799
1915.....	104390 11 6	78248 2 7	211 18 0	19027 5 0	20280 0 7	1977 19 9	40079
1916.....	130966 7 5	101247 7 4½	372 0 7	21786 19 0	25240 9 11	2162 10 8	44321
1917.....	162940 12 7	132741 16 4	389 12 11	23134 5 1	20722 3 4	2356 12 10	46853
1918.....	181135 4 9	158535 2 6½	174 18 11	19057 17 10	20396 12 9	2454 17 7	48822
1919.....	256468 12 11	229312 17 6½	7298 2 0	21384 8 0	25601 18 9	2862 1 10	58712
1920.....	321146 8 6½	268841 13 6½	6203 3 6	32982 1 2	31206 16 6	3379 15 2	67083
Total.....	2825641 13 3	2233950 6 0½	26803 8 6	527411 17 3	533935 7 6	47516 10 11	..

STANDING ORDERS FOR THE SOCIETY'S MEETINGS.

1.—Every member desiring to speak upon any question shall stand up and address himself to the chairman, and should two or more members desire to speak at the same time, the chairman shall decide as to whom belongs the priority of speaking.

2.—The mover of an original resolution, but *not* of any amendment, shall have the right of reply before the question is put to the meeting; but no other member shall be allowed to speak more than once on the same question, unless permission be given to make an explanation, or the attention of the chairman be called to a point of order.

3.—No person shall be allowed to speak for more than five minutes on any one subject except movers of resolutions, who shall be allowed up to ten minutes in moving resolutions and five minutes to reply to the discussion.

4.—Questions and discussion on the reports and accounts shall be taken paragraph by paragraph, and account by account, in their order as printed, and the reply given on behalf of the committee concerned shall close the discussion.

5.—Whenever an amendment is moved upon any proposition, no second amendment shall be taken into consideration until the first amendment is disposed of.

6.—If the first amendment be carried, it displaces the original question and becomes itself the question, whereupon any further amendments may be moved; but if the first amendment be negatived, then a second may be moved to the original question under consideration, and disposed of in like manner. Only one amendment shall be dealt with at one time. All amendments being disposed of, the original resolution shall be put to the meeting, and a vote taken thereon.

7.—Should a motion to proceed to the next business be proposed and seconded, the chairman shall at once put it to the meeting without further discussion, and, if carried, the subject shall be disposed of for that meeting.

8.—The chairman may call attention to continued irrelevance, tedious repetition, or any breach of order on the part of a speaker, and may direct such speaker to discontinue his speech.

9.—When the chairman rises during a debate, or when a question of order is raised, any member then speaking, or offering to speak, must immediately resume his seat.

10.—When a member moves "That the question be now put," on any business before the meeting, and, if seconded, it shall at once be put to the vote, without any discussion, unless it shall appear to the chairman that such motion is an abuse of the Standing Orders, or an infringement of the rights of the members. If the question be decided in the affirmative, the question before the meeting shall immediately be put and decided without further debate.

11.—The ruling of the chairman on all questions of order and matters arising in debate at all meetings shall be final, and shall not be open for discussion; and it shall be his duty to observe that the Standing Orders are obeyed, unless any of them are suspended, which can only be done by the consent of two-thirds of the members voting at the meeting.



THE CO-OPERATIVE UNION LIMITED.

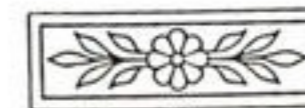
THIS is an institution charged with the duty of keeping alive and diffusing a knowledge of the principles which form the life of the Co-operative Movement, and giving to its active members, by advice and instruction—literary, legal, or commercial,—the help they may require, that they may be better able to discharge the important work they have to do.

The greater part of the legal advantages enjoyed by Co-operators originated in the action of the Central Board of the Union and the Central Committee which it succeeded. They may be summarised as follows :—

- 1.—The right to deal with the public, instead of their members only.
- 2.—The incorporation of the Societies, by which they have acquired the right of holding in their own name lands or buildings and property generally, and of suing and being sued in their own names, instead of being driven to employ trustees.
- 3.—The power to hold £200, instead of £100, by individual members of our Societies.
- 4.—The limitation of the liability of members for the debts of the Society to the sum unpaid upon the shares standing to their credit.
- 5.—The exemption of Societies from charge to Income Tax on the profits of their business, under the condition that the number of their shares shall not be limited.
- 6.—The authorising one Registered Society to hold shares in its own corporate name to any amount in the capital of another Registered Society.

- 7.—The extension of the power of members of societies to bequeath shares by nomination in a book, without the formality of a will or the necessity of appointing executors, first from £30 to £50, and now to £100, by the Industrial and Provident Societies Act, 1893, and the Amendment of 1913, which also makes this power apply to loans and deposits as well as to shares.
- 8.—The Industrial and Provident Societies Act, 1871, which enables societies to hold and deal with land freely.
- 9.—The Industrial and Provident Societies Act, 1876, which consolidated into one Act the laws relating to these societies; and, among many smaller advantages, too numerous to be mentioned in detail, gave them the right of carrying on Banking business whenever they offer to the depositors the security of transferable share capital.
- 10.—The Industrial and Provident Societies Act, 1893 and 1913.

The Co-operative Union, through its Parliamentary Committee, pays very close attention to all legislative proposals, in order that the voice and opinion of the Co-operators throughout the land may receive due expression in the House of Commons. This branch of the Union's activities is becoming more and more of the utmost importance to the Movement; and, during the recent debate on the Finance Acts, it was the means of so presenting the case for Co-operators that many members of Parliament, who had hitherto never given one moment's thought to the subject, were brought in touch with our ideals and pledged their support.



THE
CO-OPERATIVE INSURANCE SOCIETY
LIMITED

(The Joint Insurance Department of the C.W.S. and S.C.W.S.).

CO-OPERATIVE Life Assurance, in the form of Collective Life Assurance, was inaugurated in 1904 by the above Insurance Society. The success and popularity of this method of Life Assurance are due to its simplicity and cheapness. Without making any inquiry as to age or state of health, a single policy is issued to a Co-operative Society, assuring all its individual members and the lives of each married couple, whether both are members or only one of them, who die within the term for which the premium is paid, provided purchases to some extent have been recorded in the member's name in the year ended by the death of the assured person.

The benefits are as follows, viz. :—

1.—When husband and wife are separate members, joint members, or only one of them is a member—

- (a) On death of husband 4s. per £ of the average annual combined purchases. Limit of claim £40.
- (b) On death of wife, 2s. per £ of the average annual combined purchases. Limit of claim, £20.

2.—(a) When the member is unmarried, or

- (b) Is a widow or widower, and no claim on the death of husband or wife has been paid within the average term applicable to the deceased—On death, 5s. per £ of average annual purchases.

The sum assured is based upon the individual member's average annual purchases, and is calculated as follows :—When death occurs at any age not exceeding sixty-three years, the average is one-third of all purchases recorded in the last three consecutive years ; when the age at death exceeds sixty-three years, the number of years included in the average is extended by one for every additional year of age, until at the age of seventy an average of one-tenth of the total purchases recorded in the last ten consecutive years is reached. The ten years average applies to all greater ages.

Leadgate Society adopted this scheme in 1916, and since that time it has proved itself a boon to relatives of deceased members, as the amounts that have been distributed in connection with this undertaking during the four-and-a-quarter years of our Society's membership are as follows :—1916, £260 ; 1917, £370 ; 1918, £571 ; 1919, £586 ; and for the quarter ending June 1920, £164 ; and there can be no doubt that the various legacies embodied in the above sums would prove in many cases a complete, though welcome, surprise to the relatives in their hour of need.

It is, therefore, of the utmost importance to the individual members of our society to trade to the utmost extent with the Society, as it is by this means only that they will be able to derive the greatest benefits given under the scheme.

On the death of a member or a member's wife, notice should immediately be sent to the secretary, stating the member's name, address, and share number, also a Registrar's certificate of death and the matter will have prompt attention.



The Industrial and Provident Societies Act, 1893,
and the Amendment Act, 1913.

FOR the benefit of students of Co-operation, it will no doubt be of great interest to embody in this history a short account of the various Acts that have from time to time been passed relating to the powers, privileges, and administration of Societies.

The first time Parliament took steps to deal with the changing conditions hitherto prevailing was in 1834, when a Friendly Societies Act was passed, allowing the formation of Societies for "any purpose which is not illegal." Two years afterwards another Friendly Societies Act was passed, which provided for the establishment of Societies, "for the frugal investment of the savings of the members, for the better enabling them to purchase food, firing, clothes, or other necessaries, or the tools or implements of their trade or calling, or to provide for the education of their kindred." These provisions were further extended and consolidated in the Act of 1850.

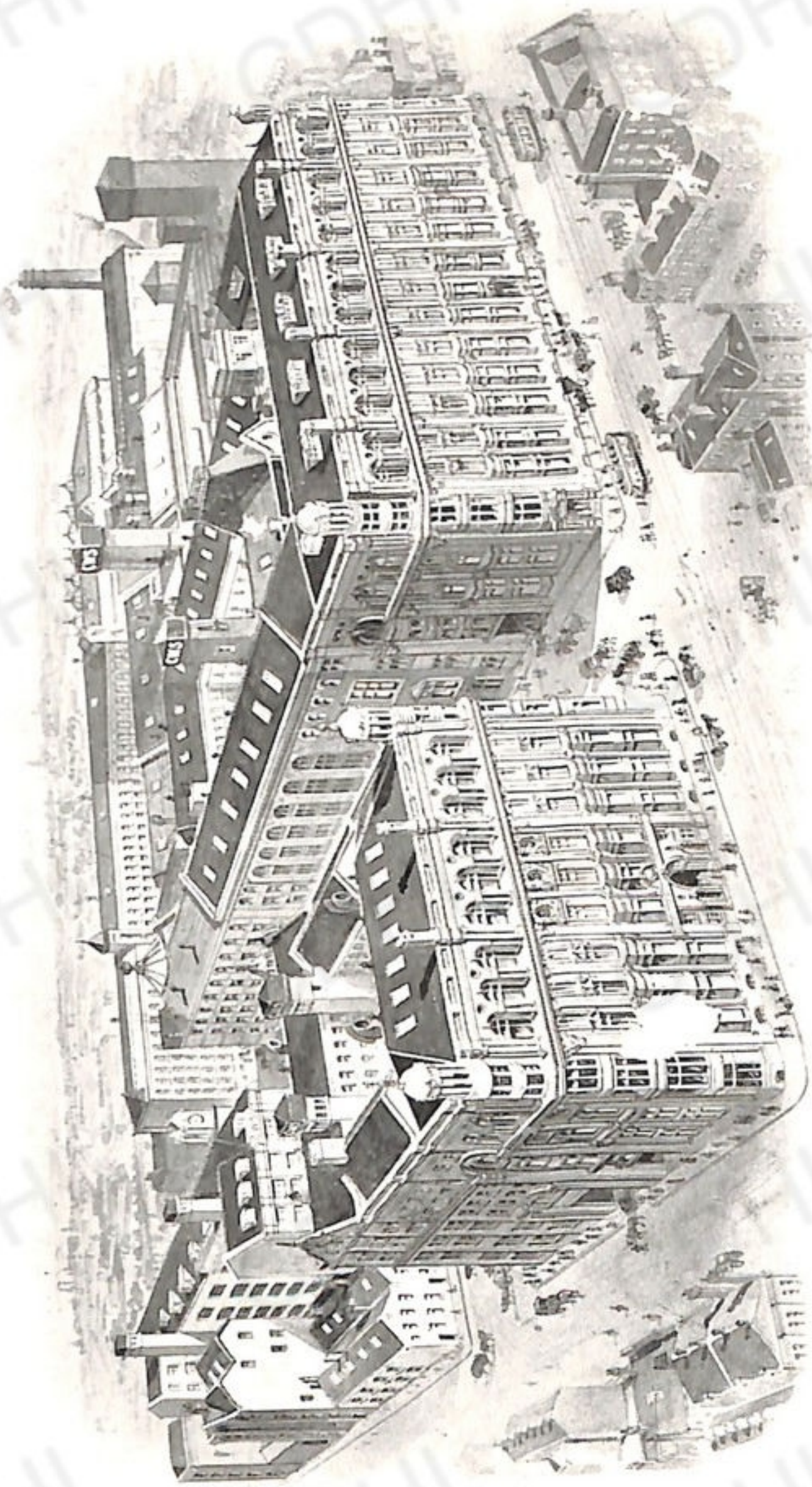
About this time a committee had been set up to enquire respecting the savings of the middle and working classes. It was presided over by Mr. R. A. Slaney, M.P. for Shrewsbury; and on the presentation of the committee's report, another Bill was presented to Parliament, and received the Royal Assent in 1852, which extended the privileges of Societies, and made further provision for the extension of their usefulness.

Still the friends of the Movement were not content, but continued to seek further powers, with the result that Industrial and Provident Societies Acts in quick succession, in 1854 and 1856, were passed, and were finally consolidated and amended once more by the Act of 1862. Further legislation followed in 1867, 1871, and 1876. This time it was thought that finality had been reached; but again, in 1893, these Acts were practically re-enacted, with some important amendments afterwards found necessary to further amend some of its provisions, by another Act, in 1913, at which point matters stand to-day

A NEW SOCIAL SYSTEM.

Reprinted from "The Caxton Magazine," July, 1921.

"The progress of the C.W.S. is a modern portent of the never-ending aspirations and undoubted ability of the workers to control their own affairs. It is nothing less than a new social system that the C.W.S. is bringing to birth. This is well put by a writer in 'The New Statesman.' 'The C.W.S. is no longer comparable with any capitalistic firm, company, or even trust. It has pushed out its tentacles into so many parts of industry, commerce, and finance, that it is comparable only with a whole industrial system. It is, in fact, a Socialistic, non-profit-making, industrial system, growing in and at the expense of the ordinary capitalist systems of the country.' Co-operation is a Social Revolution in itself—peaceful, but efficient; non-aggressive, but thorough—gradually replacing a worn-out competitive system with a system founded on social friendship and brotherhood. Therefore, it deserves the support of all Trade Unionists, who should purchase their supplies from, and bank their savings with, the Co-operative Societies, both retail and wholesale."



Central Premises: 1, Balloon Street, Manchester.

SHORT HISTORY OF THE CO-OPERATIVE WHOLESALE SOCIETY LIMITED.

FULFILLING, as it does, the dual role of an economic organisation and a social institution, the Co-operative Wholesale Society constitutes an object of interest to all sorts and conditions of men. To the scientist it presents itself as an apposite illustration of the doctrine of social evolution and organic development. To the economist it typifies the potentialities of the co-operative system, and exemplifies the possibilities of a new economic order. To the social reformer it figures as an object lesson in the democratisation of commerce and industry—a democratisation destined to revolutionise the whole social scheme. As for the co-operative movement at home, it is safe to say, the C.W.S. ranks not only as the universal provider but also as the principal organ and symbol of emancipation for consumers from mercenary interests; whilst to the co-operator abroad it figures as the pioneer and colossus of all the world's Wholesale Societies in connection with co-operation.

In tracing the career of the C.W.S., what shall we say with regard to the special testimonials it has received during the course of its history? In other words, what shall we say concerning the boycotts, bilious attacks,

and the complots of cabals and other interesting vouchers of sentiment of which the Wholesale has been the recipient from the early times to the late? We shall say in the words of Dante:—

Non ragioniam da lor ma guarda e passa. (We won't discourse on them, simply look and pass by.) For, in view of results, no more need be said.

ORIGIN OF THE C.W.S.

Established in 1864, in the days of the Cotton Famine, and in the heart of the great industrial region which had witnessed the historic revival of co-operation by the Rochdale Pioneers just twenty years previously, the Co-operative Wholesale originated in response to a need and in correspondence to an ideal which took practical shape after an effective agitation terminating in the change of the law: the need being proclaimed by the growth of a movement comprising nearly 400 societies, with a collective membership of 130,000 in round figures, a share and loan capital of £773,000 and odd, a trade of £2,836,000, and a net surplus of over £224,000: figures which constituted a significant testimony to the march of the movement in view of the legal shackles imposed by a capitalist legislature, representative not of social but of self-interests. To what extent the movement has been legally hampered during the course of its history may be realised from the following facts: Until the year 1852 co-operative societies possessed neither legal status nor legal security. Until the year 1862 they were debarred both from limited liability and from taking up shares in other societies, from which one may realise the obstacles to super-organisation. Again, up to the year 1867,

co-operative societies found themselves fettered by the fact that members' investments individually were legally restricted to £100; while up to 1871 societies were debarred from holding and dealing freely in land; and until 1876 the law blocked the way to co-operative banking. And even to-day legal restrictions still exist on the statute book despite co-operation's public institutional character and its social welfare aims.

STATISTICAL PROGRESS.

Enabled to commence its career by the removal of a legal impediment, the Co-operative Wholesale Society—registered primarily in 1863 as the North of England Co-operative Wholesale Industrial and Provident Society Limited—commenced operations early in the year following with a nucleus of forty-eight affiliated societies, and in October the same year (1864) the thirty weeks' balance sheet showed net sales of nearly £52,000, while the first complete annual balance sheet the subsequent year showed a trade exceeding double that amount, besides 200 per cent. increase in capital; the continuous progress made during the years following being conclusively proved by the report at the conclusion of the first decade—a report announcing for the year 1874 net sales amounting to £1,637,000 in round figures, a net surplus of over £14,000 and total funds totalling up to £200,000, including share capital of £48,000 odd, and loans and deposits to £148,000. Suffice it to say that the subsequent decades witnessed neither “variableness nor shadow of turning” in the Society's advance, as shown by the Society's status at the close of 1920, denoted by a trade of over £105,000,000, self-productive supplies amounting in value to over £33,000,000, an army

of employees numbering 47,000, and affiliated societies to the number of 1,222, embracing a collective membership of 3,341,411 co-operative consumers. Of the society's development as a whole the following statistical summary presents a bird's-eye view :—

Year ended	Membership of Affiliated Societies.	C.W.S. Net Sales. £
1864 (30 weeks) ...	18,337	51,857
1874	168,985	1,636,950
1884	459,784	4,675,371
1894	910,104	9,443,938
1904	1,594,145	19,809,196
1914	2,336,460	34,910,813
1919	3,088,136	89,469,000
1920	3,341,411	105,439,628

Significant as to the march of progress is the fact that the collective membership of the Federation has annually increased without a solitary break since the Society's foundation, and the share capital as well ; whilst, apart from two solitary exceptions due to trade depression in the outer world, in 1878-9 and in 1894, the Society's annual increase in the volume of sales has advanced without interruption through the procession of years.

The growth of the financial resources of the C.W.S. from £2,400 and odd in 1864 to close on £28,000,000 in 1920, is displayed by the following tabulated figures :—

Year.	Shares.	Loans, Deposits, &c.	Reserve and Insurance Funds.	Total.
	£	£	£	£
1864.....	2,455	—	—	2,455
1874.....	48,126	147,949	3,969	200,044
1884.....	207,080	494,840	59,438	761,358
1894.....	598,496	972,586	320,020	1,891,102
1904.....	1,196,703	1,890,352	842,121	3,929,176
1914.....	2,130,959	5,743,583	2,027,905	9,902,447
1920.....	4,270,408	20,585,963	2,987,951	27,844,322

In the recent sexennial period 1914-20, the abnormal enlargement of figures is noteworthy—an enlargement corresponding to the accelerated expansion of the C.W.S., and expressive of its "Forward" policy. Meantime the financial projects of the C.W.S., as illustrated by the Development Bond scheme of 1919-20 and the Deposit Note scheme of 1920-21, aiming collectively at the realisation of many millions more of new capital, may be regarded as the prelude to further developments—developments commensurate with the growth of a great economic movement, and enabling the C.W.S. to play its allotted part in the universal scheme.

THE ADVANCE TO BALLOON STREET.

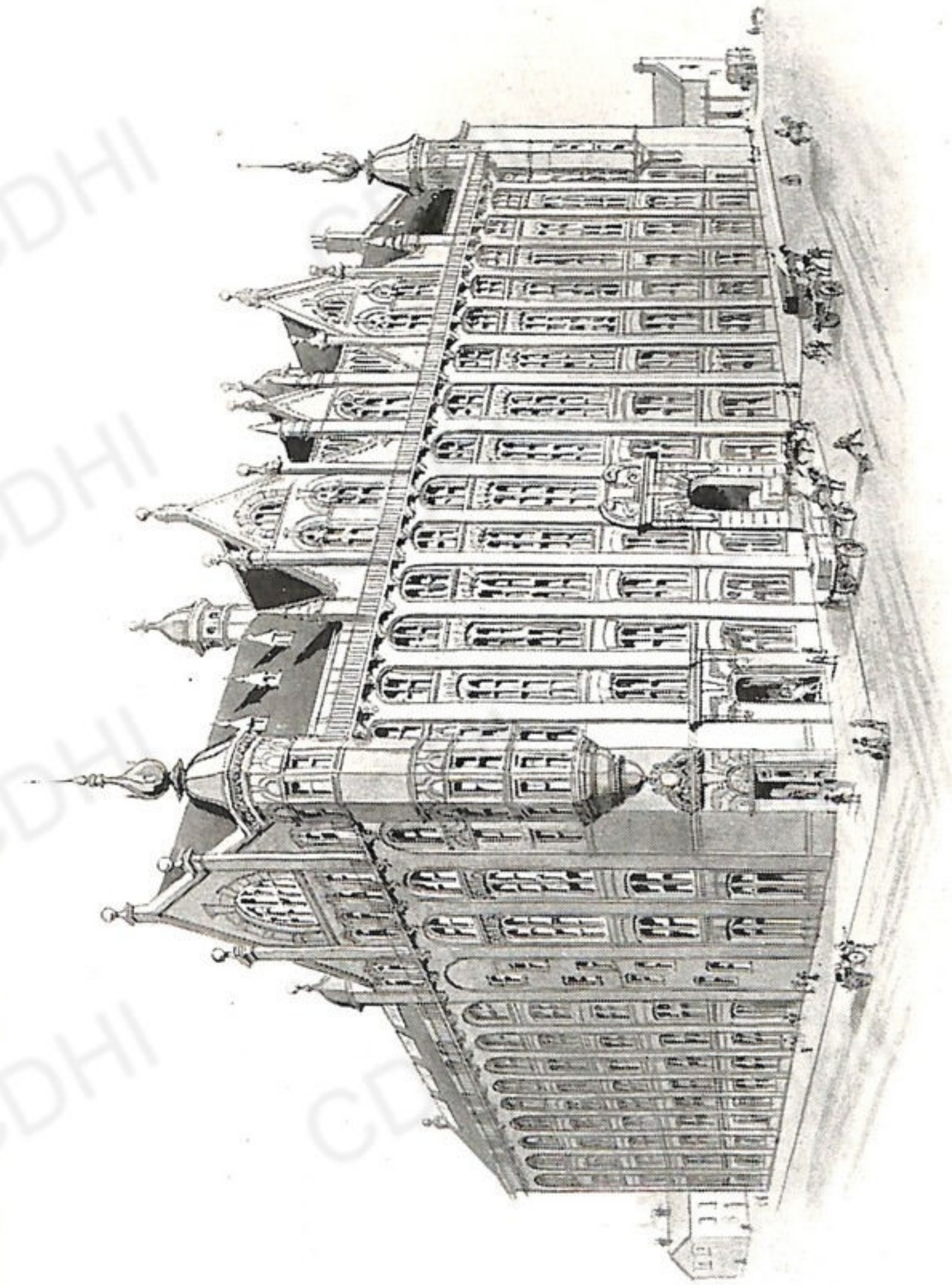
As the central organ of the British co-operative movement, the Co-operative Wholesale Society stands outside the common category of trading concerns for the reason that it is an economic institution, and an organised system operating on behalf of consumers and on a social basis, and with the economic advantages derived from the exclusion of intermediaries from an ever-widening circle of action, and from the conduct of operations on an ever-expanding scale—a scale whose continuous enlargement is registered not merely by figures but betokened by the opening of new departments and sales depots, the establishment of purchasing depots at home and abroad, the purchase of lands and buildings, the organisation of manufactories and workshops, the acquisition of produce estates in England and overseas, the acquisition of a transport fleet, and by other undertakings in the shape of banking and insurance, printing, publishing, and book-selling ; the multiplicity of enterprises combined

in this superorganisation finding no parallel on the face of the globe.

Typical of the early advance, to begin with, was the transfer of operations from the primary premises in Cooper Street, Manchester, to Cannon Street, and Dantzie Street, and thence to the permanent headquarters in Balloon Street, where the first warehouse was opened in 1869, and extended in 1871—headquarters which by reconstruction and expansion in the nineties became one of the commanding features of the Cotton Metropolis, and which, as a huge emporium and administrative centre ranks second to none. What Fleet Street is to pressmen, and Downing Street to politicians, Balloon Street is in celebrity to the co-operative world.

THE OPENING OF SALES DEPOTS.

Synchronously with the change to Balloon Street began the great development of the seventies of last century, the establishing of a network of trading and purchasing depots, the advance from distribution to production, the combination of commerce, industry, and transport, and the launching of enterprise in the leading spheres of economic affairs. Thus the period 1872-6 saw the opening of the boot and shoe, drapery, and furnishing departments, the establishment of the two principal sub-centres at Newcastle and London, and following thereon in the eighties and early nineties the opening of sales depots in Leeds, Bristol, Huddersfield, Nottingham, Northampton, Cardiff, and Birmingham; extensions at periodical intervals in the concourse of years being the characteristic of all.



West Blandford Street Premises, Newcastle-on-Tyne.

THE ESTABLISHING OF PURCHASING DEPOTS.

Contemporaneously with the opening of sales depots, the establishing of purchasing depots proceeded apace. Following on the Irish depots at Tipperary, Kilmallock (now closed), and Limerick, founded in the second half of the sixties, came the depots at Armagh, Tralee, and Cork in the years 1873, 1874, and 1877, to which was added the Tralee Bacon Factory in 1901; while the first C.W.S. creamery was established at Castlemaine in 1905. Meantime, the growing needs of the movement determined the drawal of supplies from a much wider field, and the establishment of purchasing depots across the English Channel and the North Sea, and beyond the Atlantic, and as far as the Antipodes, as may be seen by the following by-no-means-short list: New York (1876), Rouen (1879), Copenhagen (1881), Hamburg (now closed: 1884), Aarhus (1891), Montreal (1894), Gothenburg (now closed: 1896), Denia in Spain (1896), Sydney in Australia (now closed: 1897), Odense (1898), Herning Bacon Factory (1900), Sydney Tallow Factory (1901), and Esbjerg (1905). And with the establishment in recent years of a series of West African depots the C.W.S. has at length embraced the five continents of the globe in its sources of supply and its trading operations. The West African establishments now comprise a depot at Freetown (Sierra Leone), founded in 1914, as well as depots at Accra on the Gold Coast (jointly with the S.C.W.S.), and at Lagos and Port Harcourt in Nigeria; the first dating from 1914, and the other two from 1917. For the rest, the further purchases of land in these colonies, for purposes of extension, and the establishment of branch depots illustrate the progress of affairs

in West Africa—affairs in which the Scottish Wholesale also participates.

FROM PURCHASE TO PRODUCE.

The advance from the purchase of produce at first hand to the purchase of estates and the production of food-stuffs revealed the logical sequence of events. And in the matter of over-seas products take, to begin with, the commodity of tea, of which the C.W.S. and S.C.W.S. combined are large growers, besides being the largest buyers on the London market. In Ceylon, Southern India, and Assam, the Society (jointly with the S.C.W.S.) now possess a wide range of tea plantations, comprising collectively over 46,000 acres. The C.W.S. tea-growing commenced in the early years of the present century, but the greater part of the tea plantations have been acquired since 1913; five of these plantations were acquired between the years 1902 and 1913; whilst in the years immediately succeeding, the purchase of the rest had taken place.

From the growth of produce abroad we turn to the growth of produce at home (inaugurated by the purchase of the Roden Estate in 1896), represented by the acquisition of estates in a dozen counties—estates comprising a total of nearly 34,000 acres, the collective cost of which has totalled up to £1,262,000. The fact that the majority of these estates were purchased in the period 1916–19, is sufficiently indicative of the great expansion in produce growing in recent years.

The purchase in 1920 of the ancient cattle-mart at Gisburn (Yorkshire), situated close to the Lancashire

border and in a well-known pastoral region, may be cited as another interesting departure.

FROM PURCHASE TO MANUFACTURE.

Resuming the thread of our history, now we turn to the launch into the sphere of industry, and the opening of a new chapter of developments extending from the past to the present, and from the present right on into the future. As regards the course of development up to 1919 the dates may be allowed to speak for themselves. Commencing with biscuit manufacture at Crumpsall (Manchester), with bootmaking at Leicester, and soapmaking at Durham in the years 1873-4, the C.W.S. during the next decade proceeded to the manufacture of woollen fabrics, to pepper grinding, to currying, and to the manufacture of cocoa and chocolate, all of which began in the year 1887; the list being extended in the following decade to the making of clothing in 1890, corn-milling in 1891, to cabinet-making in 1893, to further soap-making in 1894, to printing and jam-making in 1895, to lard refining and the underclothing manufacture in 1896, and to the manufacture of flannels as well as tobacco and cigars and corset-making in 1898, and these again being followed up during the present century by the commencement of the manufacture of drugs in 1902, of hosiery in 1903, of brushmaking in 1904, of cotton fabrics in 1905, of fenders, tinsplate, and hardware in 1906, of fellmongering in 1908, of paints and colours in 1911, of cutlery in 1915, of pinafores in 1916, as well as saw-milling and of oils in the same year, of pottery in 1917, of vinegar in 1917, of fustians and glass bottles in 1918; to which list must be appended the manufacture

of cattle-cake and the fabrication of motor vehicles from 1919, the acquisition of a china and earthenware manufactory in 1920, and a rope and twine works in 1921, combined with acquisitions foreshadowing the commencement of manufactures in other directions as well.

Nevertheless, while the above list shows the inauguration of new departures carried on as a continuous process through a long series of years, and while it reveals the wide ramifications of the C.W.S. in the manufacturing domain, it constitutes merely a bare outline of developments—that is to say, of developments which have been the prelude to expansion in practically every area, and to extensions on every hand, which call for portrayal to render the picture complete.

THE TRANSPORT FLEET.

The acquisition of a transport fleet constituted a further departure, the necessity of which had made itself evident at an early period. The record of shipping begins with the launch of the steamship *Plover* in the year 1876, and continues down to the purchase of the steamship *Aegir* and ten lighters in 1918; four steam vessels and ten lighters constituting the present strength of the fleet, whose register has embraced no inconsiderable number of vessels during the intervening forty and odd years. It may further be noted that on the opening for traffic of the Manchester Ship Canal in 1894, the C.W.S. s.s. *Pioneer* was the first merchant vessel to reach the port of Manchester from oversea, and that on the occasion of the great Dublin strike in 1913 the s.s. *Hare*, chartered by the C.W.S., was the first foodship despatched for the relief of the distressed.

BANKING DEVELOPMENTS.

From the foregoing chapter of developments we pass to that of finance, or, in other words, to the institution of banking, made possible for the C.W.S. by the amendment of the law in 1876, in which year the Loan and Deposit Department (opened four years before) was transformed into the banking concern for the co-operative movement; and with results in the shape of development that may be seen from the summarised figures:—

Year.	No. of Current Accounts.	Turnover. £
1873	62	1,581,495
1882	144	13,772,551
1892	314	30,679,914
1902	694	84,644,940
1912	987	158,637,300
1919	5,359	522,515,878
1920	*10,000	645,772,632

* In 1920 the number of current accounts reached approximately 10,000, including over 1,000 pertaining to Co-operative Societies, over 4,800 pertaining to Trade Unions and Friendly Societies, and nearly 1,800 pertaining to clubs and other mutual organisations, also over 2,000 individuals' accounts.

INSURANCE.

Another development of the pre-war period must also be accorded a reference, viz., the undertaking of Insurance, begun in 1912 by the formation of the C.W.S. National Health Insurance Section which, at the end of 1920, had a membership of 200,000, and invested funds to the amount of £872,784; whilst the benefits paid amounted to £625,000.

The year after the Health Insurance Section was established came the transfer of the Co-operative Insurance Society's connection to the English and Scottish Wholesales in 1913. By this transfer the Wholesales

became the undertakers of all classes of business, including Annuities, Life Assurance (Ordinary, Industrial, and Special), Collective Life Assurance, Workmen's Compensation, Fidelity, Fire, Burglary, Live Stock, Plate Glass, Motor Vehicle, Personal Accident, Public Liability, and Engineering Insurance. The collective premium income whereof, in 1921, is on the advance to a million-and-a-half sterling per annum.

The Co-operative Insurance Society (or Company as it was originally styled) was registered as far back as 1867, and its statistical record is shown by the premium income successively reached in every decade during the last half century:—

	PREMIUM INCOME.	£
1869	125
1879	5,788
1889	8,667
1899	23,956
1909	104,615
1919	924,066
1920	1,371,647

Thus the premium income reached during the last eleven years practically amounts to thirteen times the figure reached during the forty-year period preceding. At the end of 1920 the Joint Insurance Department mustered 1,350 employees.

PRINTING, PUBLISHING, AND BOOKSELLING.

It is also befitting in this place to refer to the printing, publishing, and bookselling operations of the C.W.S., and to the developments which have taken place since 1895, when the C.W.S. entered into the printing business with a staff of a dozen or thereabouts. To-day, the

C.W.S., with its printing establishments at Manchester (and Warrington), Newcastle, Leicester, and Reddish, acquired successively in the years 1898, 1902, 1909, and 1919, ranks as one of the largest and best-equipped printing concerns in the Kingdom, with an output (for 1920) of over £800,000, and a printing and bookbinding staff mustering over 2,200 persons.

As regards the publishing operations of the C.W.S., these date back to the eighties of last century, and include the *C.W.S. Annual* from 1883, the *Wheatsheaf*—monthly record for societies—from 1896, and the circulation of which has increased from 77,000 copies per issue to 650,000. Lastly came the establishment of the new publicity department in 1916, and the inauguration of publishing developments in various forms, including *The People's Year Book* (with which the *Annual* has been incorporated), and which has become the standard reference work of the movement, as *The Producer* (established 1916) has become the technical organ.

As bookseller and stationer the C.W.S. also occupies a conspicuous position. Since the commencement in 1889 with a trade of £31,557 for nine months, the annual sales during a course of twenty years have increased to over half a million pounds, as shown by the figure for 1920, viz., £793,689—a figure denoting the endeavour to cope with the needs of the movement in the matter of books, stationery, and kindred appurtenances. As to the dimensions attained in the book trade, the sale of 50,000 volumes for the Christmas season alone will serve as an illustration. As an exemplification of the catering for the multifarious needs of the movement, a further instance may also be cited, viz., the excursion business

(home and continental combined) which, under the auspices of the department already referred to, had attained to the annual figure of £100,000 ere the war broke out.

THE STATUS OF EMPLOYEES.

As regards the status of employees and the policy of the Society in regard thereto, the facts may be allowed to give their own testimony concerning the conditions both general and special. As regards the latter the facts embrace, to begin with, the grants to the Employees' Thrift Fund—an institution of long-standing, and one which benefits to a large extent by contributions from the C.W.S. Then as to welfare work, which may be regarded as the hall-mark of humane feeling, as of practical wisdom, and of all employers who have the weal of their staffs at heart; and in this connection the arrangements at the Crumpsall, Irlam, Middleton, Silvertown, Reading, and Hull establishments are worthy of note. Add thereto the accommodation provided in the leading establishments for the staffs—the provision of dining-rooms and of meals at moderate rates, and other conveniences, and it will be admitted that these are tokens which it is impossible to misread. As regards the associative spirit animating the employees, the multiplicity of circles, clubs, and societies of all kinds—musical, dramatic, athletic, and all the rest—furnishes a sufficing attestation. In various directions the circles and societies have a cultural basic aim, and the display of capacity on public occasions in a variety of instances has received its meed of public applause.

With regard to general conditions, they are those of Trade Unionism; that is to say standard conditions as

regards hours and wages. Exceptions there are in the matter of hours, for example, and in what direction is signified by the reduction of the hours of employment in the offices and warehouses to forty-four in 1903; now forty-one hours. The employees in nearly all the C.W.S. productive works have also enjoyed an advantage in hours, as shown by the official return in 1911 reporting that at fifty establishments—factories and productive establishments and packing warehouses—the employees in thirty of them worked less than forty-eight hours; moreover, in 1919, the working week of forty-four hours was extended to the majority of factories. Security of employment is also a strongly marked feature, and since the special rise in the cost of living. In 1920 the C.W.S. mustered over 46,300 employees, and its wages bill amounted to close on £6,000,000, as compared with 21,000 employees and a wages bill of £1,383,000 in 1913.

THE SPIRIT OF SERVICE.

It now remains to allude to the services rendered by the C.W.S. in other spheres, beginning with that of the Labour movement, which at various critical periods has been aided by fraternal and timely assistance. In this connection one may refer to the financial succour accorded by the C.W.S. Bank to the North-East Lancashire Cotton Operatives and to the Northumberland Miners' Federation during the strike era of 1912, when the loan of £70,000 to the Federation—after the latter had been refused by one of the great joint stock banks—enabled the Northumberland Miners to solve a difficult problem. The service rendered to the National Union of Railwaymen may also be noted. Being the Bankers of the N.U.R., the C.W.S. naturally placed its services

unreservedly at their disposal during the railway strike of 1919.

In addition to banking facilities the C.W.S. is able to obtain the co-operation of the various Co-operative Societies, members of the C.W.S., and to provide machinery for the distribution of strike pay somewhat outside the ordinary banking facilities. Cheques were cashed on presentation by the retail societies, and in cases where the cheques did not arrive at the branches in time owing to the dislocation of the postal arrangements, cash was paid over pending the arrival of the cheques.

PUBLIC SERVICE IN WAR-TIME.

Mention may likewise be made to the policy of public service displayed in all the activities of the C.W.S. during the war—displayed in its minimum-price policy, in its co-operation with Government, in the work of its representatives on the Consumers' Council, and displayed also in the sum total of allowances made to the 6,000 enlisted employees—a total exceeding £650,000.

LAST, BUT NOT LEAST.

Last, but not least, the peace services of the C.W.S. may be adverted to, services in the form of assistance rendered towards co-operative restoration abroad—assistance amounting to the sum of over £1,000,000 on credit to co-operative federations in countries devastated by war; the co-operative movements in Belgium, Bohemia, Serbia, Roumania, Poland, Russia, and Armenia being the recipients. To South Russia the C.W.S. despatched the first cargo of goods, £63,000 in value, in September, 1919.

THE VARIOUS ACTIVITIES.

The productive enterprises of the C.W.S. are scattered throughout the country. Not only do these make stocks for the retail stores, but many establishments have been developed to supply finished articles for the productive works. It has also been necessary to inaugurate arrangements for transport, in connection with which the Society owns four vessels and a number of lighters, and has established itself at Garston (Liverpool), and the Pomona Docks and Trafford Wharf on the Manchester Ship Canal: whilst its acquisition of the Middleton's Wharf at Wapping has given it a fine frontage on the River Thames. On the Tyne it has one of the largest warehouses on the Quayside. In connection with the fishing industry, Lowestoft, Yarmouth, and North Shields on the East Coast have already their C.W.S. fishing stations: whilst arrangements at other ports are in progress.

The number of motor vehicles owned by the C.W.S., in connection with its traffic departments at Manchester and other depots, is growing almost daily, and in this connection mention may be made of the motor lorry and light car works which have been established at Manchester, the factory for motor bodies at Salford, and the motor repair works and garage at Broughton.

FOOD SUPPLIES.

Naturally, factories and works for the production of form a large part of C.W.S. enterprise.

FLOUR MILLS have been established at Manchester, Oldham, Avonmouth, Dunston, Silvertown, Halifax, Slaithwaite, Sowerby Bridge, and Hull, and to some of these comes wheat from the Society's own land in Canada.

MARGARINE is made at Higher Irlam; while a butter factory at Brislington (Somerset) has long maintained a reputation for its cream cheese and other similar products. Butter blending is also carried on in London and at Carlisle. At West Hartlepool and Irlam are lard refineries; at Crumpsall, a biscuit and confectionery works, and also a biscuit works at Cardiff; and jam works have been established at Middleton, Hull, Reading, and Acton. Meat, poultry, fish, and vegetable canning is conducted at Yarmouth. Pickles are made at Reading and Middleton, the vinegar being brewed at Clayton, where yeast is also produced in large quantities for co-operative bakeries. At Pelaw and Silvertown are drug and drysalting works.

CEREALS, FRUITS, AND VEGETABLES, not only for the supply of retail stores but for the raw materials for some of the productive works, are grown on the C.W.S. farms at Roden (Salop), Marden (Hereford), Coldham (Wisbech), Withgill (Clitheroe), Weston Hall (Crewe), Goole (Yorkshire), Compton Bassett (Wilts.), Down Ampney (Wilts.), and Hetton and Holborn (Northumberland). There are piggeries at Withgill, and a poultry farm at Chaigeley.

MILK DEPOTS have been established at Congleton, Bruton, Melksham, Atworth, Overton-on-Dee, Basford, Rochester, Fole, Claydon, Holden, and Chaigeley (Clitheroe), and a slaughter-house has been established at Gisburn in connection with the C.W.S. cattle

IN ADDITION TO FOOD FOR HUMAN CONSUMPTION, the flour mills naturally produce offals of every kind. Poultry mixtures, horse and cattle-feeding meals, and feeding corns generally are turned out at Manchester, Liverpool, Silvertown, Avonmouth, Slaithwaite, Bristol, and Newport (Mon.); also cattle meals at Liverpool, where the C.W.S. has a large oil and cake factory. At Pontefract, where fellmongering is carried on, there are also fat and bone departments. In connection with the Agricultural Department is a seed and fertiliser section, which has a twenty-acre seed-trial ground and nursery at Derby.

In conjunction with the Scottish C.W.S., tea is imported and blended at London, where coffee is also dealt with. Cocoa and chocolate are made at Luton as the joint enterprise of the two Wholesales.

TEXTILE MANUFACTURES.

WOOLLEN GOODS of all kinds are made at Batley, Littleboro', Delph, Diggle, and Dobeross: worsted goods at Bradford; and at Buckfastleigh (Devon) West of England Serges are the speciality of one of the oldest mills in the country lately acquired by the C.W.S.

COTTON FABRICS are woven in various colours at Radcliffe, and grey cotton cloth at Bury and Chorley; cords, moles, and twills at the fustian works at Hebden Bridge.

CLOTHING (bespoke and ready-made) for men is produced at Manchester, Pelaw, Crewe, Brislington (Bristol), Leeds, and London; whilst at Manchester, Chester, Pelaw, and Sheffield, shirts and men's overalls are produced.

IN WOMEN'S WEAR a factory for coats, costumes, coat frocks, etc., is in operation at Manchester. Ladies' and children's underwear is made at Manchester from cottons and flannelettes produced, in the main, at the C.W.S. mills in Lancashire.

CORSETS and corset bodices are made at Desborough and Bristol; overalls at Kettering and Birmingham. Pinafores, ladies' overalls, children's frocks, and infants' suits are also turned out in large quantities.

HOSIERY AND WOOLLEN UNDERWEAR, CARDIGAN JACKETS, ETC., are made at Huthwaite (Notts.).

ROPES AND TWINES are made at the C.W.S. works at Patricroft.

ENGINEERING AND WOODWORKING INDUSTRIES.

The C.W.S. has entered into the engineering industry, and has departments at Manchester, Newcastle, and London, well equipped for the execution of repair work, etc. Motor vehicles are made at Manchester; cycles and motor cycles at Birmingham, where a motor and cycle factory has been established; washing and wringing machines and general domestic appliances are made at the iron works at Keighley; buckets, fenders, etc., at the works at Dudley; where also enamel-ware is to be established; tinware, dairy utensils, and galvanised iron at Birtley; scales, weighing machines, and brass shop fittings at Birmingham and Manchester; saddlery and harness at branches and depots; cutlery, spoons, forks, and plated goods at Sheffield. A jewellery manufactory and depot has been established at Birmingham.

ARCHITECTS' DEPARTMENTS are in operation at Manchester, Newcastle, and London: while at Broughton, Newcastle, and London are efficient building departments, which undertake work for retail societies, doing shopfitting and wheelwrighting. The making of packing-cases, etc., is carried out at Salford. At Wymondham (Norfolk) the C.W.S. has a saw mill and estate, which supply the brush works at Leeds and cabinet factories with much of the raw material. In connection with the operations of the C.W.S. the paint and varnish works at Rochdale deserve mention.

FURNITURE AND BEDDING are made at Manchester, Pelaw, and Bristol. At Manchester, in addition to domestic furniture, there is a special section for office fittings, hall and café furniture, as well as showcases. There, too, are departments for down quilts, mattresses, etc., in connection with Broughton and Pelaw factories. Picture framing is done at Newcastle. Furniture is also made at Birmingham.

LEATHER BAGS, HOLIDAY TRUNKS, and the like are the speciality of well-equipped works at Newcastle.

FOOTWEAR.

FOOTWEAR is an important consideration with the C.W.S., and its "Wheatsheaf" Works at Leicester is the largest boot and shoe factory in the kingdom, and specialises in ladies' and children's boots and shoes, and nurseries, as well as leggings and gaiters. At Leeds the speciality is men's, youths', and boys' medium-class footwear. At Heckmondwike, heavy boots for miners, agriculturists, etc., are made. Men's and boys' boots and shoes are made at Rushden, in connection with

which is a branch factory near Bedford. At Enderby another boot factory is engaged on the heavier types of women's footwear; and at Wellingborough is a works for the closing of boot uppers and the production of gaiters, etc. The works at Derby specialise in children's and girls' boots and shoes. There is also a boot and shoe factory at Norwich and another at Bristol.

LEATHER CURRYING is carried on at Heckmondwike; black glacé kid leather is prepared at the Chrome Tannery at Street, and leather is also tanned at Grappenhall, near Warrington. A fellmongering department operates at Pontefract and Buckfastleigh, which have collecting depots at various centres.

OTHER ENTERPRISES.

SOAPS (hard, dry, toilet) and glycerine are made at Irlam, Dunston, and Silvertown; and at Irlam, candles, starch, blue, and other washing requirements are produced.

AT MANCHESTER is a tobacco factory, which has a large output of tobacco, cigars, cigarettes, and snuff.

BOTTLES for the various productive enterprises are made at Knottingley and Pendleton, and at Rotherham is a pottery for the supply of stoneware for the jam and other factories. A depot has long been established at Longton, and a pottery has been acquired at this place to cope with the china and crockery requirements of societies. Optical work is done at Newcastle, Birmingham, and Manchester, and at Newcastle there is also a dentistry department.

The C.W.S. has been purchasing depots in various parts of the United Kingdom, and also in several centres

in European countries ; also in North America, British West Africa, and India. The foreign depots are used for the purchase and collection of commodities sent to the C.W.S. for sale among retail societies. The C.W.S. also owns dairies and milk depots in eight counties of England ; whilst it possesses farms and agricultural estates embracing 34,000 acres of land, these being spread over twelve counties. It has also purchased from time to time, jointly with the Scottish Co-operative Wholesale Society, over 46,000 acres of land in Ceylon, Southern India, and Assam : on which tea is grown and prepared for sale in co-operative stores in the United Kingdom. Most of this land has been recently acquired, and large tracts of it are in a wild state and being gradually cultivated for the extension of tea plantations.

THE C.W.S. IN NEWCASTLE.

The spacious establishment in West Blandford Street, together with the adjacent warehouses in Waterloo Street and Thornton Street, constitute the commercial emporium for the co-operative societies in the northern counties, the fact that the turnover in 1920 amounted to £18,642,000 bearing testimony to the huge development of trade since the C.W.S. commenced operations in Newcastle in 1872, or all but fifty years ago, during the course of which period the ever-increasing volume of business has successively necessitated the abandonment of the original two-storey building in Pudding Chare (opened in 1872), the erection of the warehouses in Waterloo Street and Thornton Street in 1874, and their

subsequent re-erection after being devastated by fire ; and lastly, the opening just twenty-one years ago of the West Blandford Street premises, which, in addition to the commercial departments, comprise the administrative offices and banking department, and which, with their



Waterloo Street Premises, Newcastle-on-Tyne.

large assembly hall, constitute the headquarters of Co-operation in the North of England.

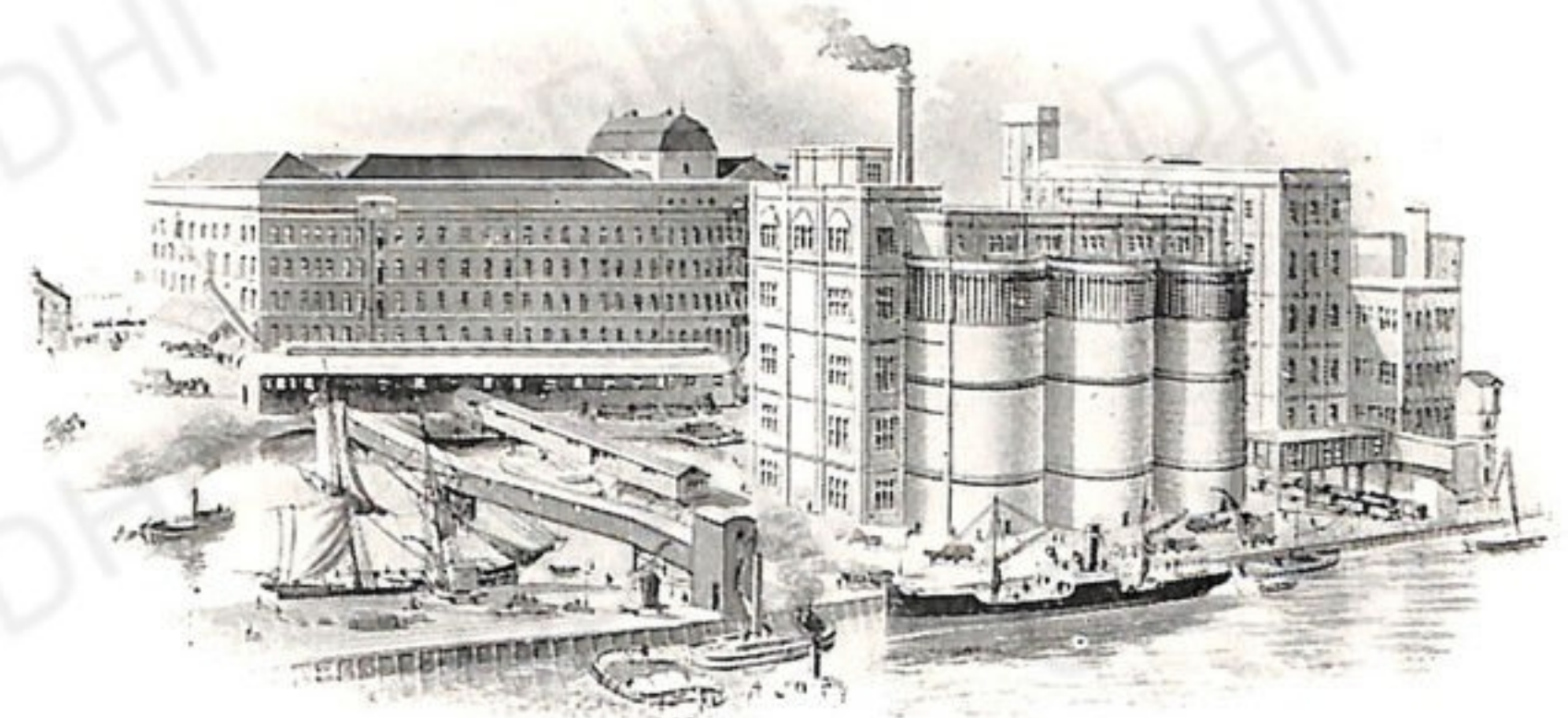
A brief survey of all the Newcastle Departments (a day's work by the way) reveals the huge multiplicity of commodities purveyed by the C.W.S. and the special

functions of each of the warehouses. Thus the West Blandford Street warehouse specialises in bacon, hams, grocery and provisions, boots and shoes and leather, woollens and blankets, men's and boys' clothing and tailoring, besides dress goods and general drapery, and stationery and paper-bag making. At the Waterloo Street warehouse we find a further range, comprising mantles and furs and millinery, underwear and headwear, and outfitting for both sexes and all ages, besides jewellery, cutlery, enamelled and leather goods, crockery, and pianos, whilst in the industrial departments picture framing, cycle repairing, watch repairing, leather-bag making, ladies' purse and handbag making, saddlery manufacture, and fibre case making are also carried on, and in the optical department the process of eye-testing and lens grinding may also be seen. Proceeding to the Thornton Street warehouse there may be surveyed the stores of hardware, carpets and floorcloths, furniture, and washing and wringing machines. And when to all these is added the greengrocery department in Stowell Street, the hide and skin department in Pottery Lane, the insurance office and dentistry and architect's departments in Westmorland Road, and the warehouses on the Quayside, the range of operations and services begin to be realised.

THE C.W.S. AT DUNSTON.

Turn we now to the industrial establishments of the C.W.S. in the Newcastle district, beginning with those at Dunston in the neighbourhood of Gateshead on the Durham side of the Tyne. Here are the most conspicuous features of the place, the Dunston Soap Works and Flour

Mill, whose proximity both to the river and railway, combined with the arrangements for output, indicate how much goes to the planning and organisation of industrial establishments on up-to-date lines. The Soap Works (one of the three possessed by the C.W.S.) employs 250 persons, and has an output capacity amounting to 300 tons (or 672,000 pounds) of soap per week, or



Dunston Flour Mills. Dunston-on-Tyne.

over 15,000 tons, or nearly 33,600,000 pounds per annum. In 1920 the value of the year's output amounted in round figures to £800,000. The manufactures at Dunston comprise soaps of all kinds and of the best quality—dry soap, laundry soap, health soap, and toilet soaps of special varieties and varied tints, which have become a household word in co-operative circles by reason of their

appeal to the taste and by their combination of æsthetic and utilitarian properties.

To follow the process of soap-making, whereby the raw materials are transformed into the finished product, is to witness the marvels of applied chemistry in combination with the triumphs of mechanical invention, and it is difficult to say which is the more striking, the conversion of the huge vats of raw material into pure and purifying soap, or the cutting, stamping, parcelling, and labelling of endless poles and bars of soap into packets ready for sale and use—a process requiring no little aptness on the part of the females who attend to this work. Perhaps the height of ingenuity is reached in the process by which dry soap is put into cardboard boxes, which are weighed, neatly manipulated, folded, and labelled, all by mechanical agency. And when we arrive at the box-making department, with its capacity for turning out 200 boxes per hour, we receive the final impression of modern soap-making as a combination of arts and crafts, in which, as at Dunston, the art of cleanliness is illustrated by every arrangement, ranging from the clean overalls provided for the workers, to the laboratory, in which both the crude materials for soap-making as well as the finished product are tested and tried.

The Dunston Corn Mill (adjacent to the Soap Works), with its 230 employees and its capacity for output amounting to 90 (280 pounds) sacks of flour per hour, exemplifies the combination of collective effort, mechanical ingenuity, and organisation as shown by the processes by which the corn is transferred from the lighters at the mill-wharf to the tall silos, then conveyed by a travelling band, and washed and dried and freed from

all impurities preparatory to the process of milling and conversion into flour, after which comes the process of sacking and weighing and readying off for dispatch. Suffice it to say, that an up-to-date flour mill, such as that at Dunston, may be taken as a representative of the whole of the C.W.S. flour mills (some half-score in number) and as constituting an apt illustration of the extent to which industrial processes have evolved as regards flour-milling—processes in which to the neophyte, travelling corn-carrying bands, weird contrivances dancing mad jigs, and magnets extracting iron substances (such as nails and iron-filings) from the corn, play an impressive part, and show what a change there has been since the days when there were two women grinding corn, and one was taken and the other left. As for the ancient adage that “the mills of the gods grind slowly,” it plainly shows that there were no flour mills amongst them.

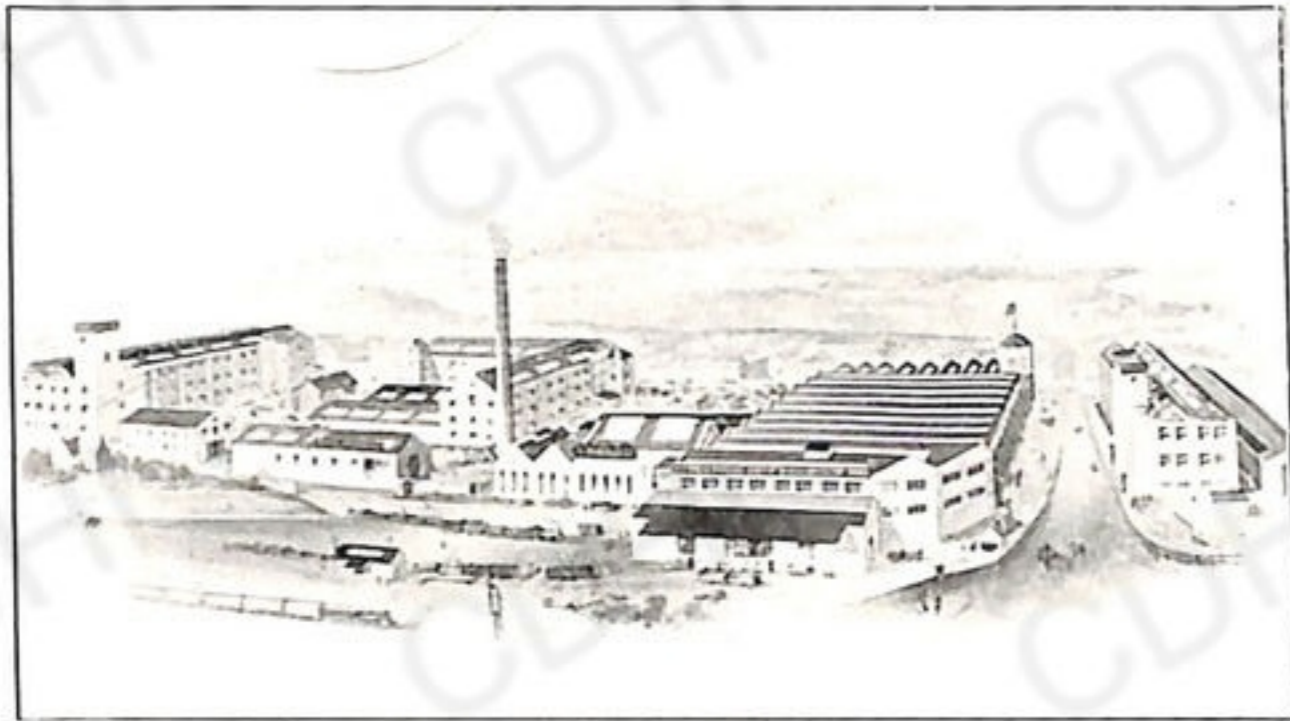
THE INDUSTRIES AT PELAW.

From Dunston we pass to Pelaw (situated about three miles from Gateshead and on the main line to South Shields) and to the well-known industrial settlement of the C.W.S., by whose instrumentality Pelaw has been transformed into a hive of industry and raised from a position of obscurity to one of distinction. Stretching in a long line along the main thoroughfare are the C.W.S. establishments, which have made Pelaw known to the outer world, and which by their diversity afford an apt illustration of the industrial range and co-ordinated activities of the C.W.S., which has here erected a wheelwright works, an engineering workshop, a printing works,

a drug and drysaltery works, a cabinet and upholstery works, and clothing and shirt factories, together with a special dining hall for the accommodation of the host of workpeople engaged.

The scope of operations of these establishments may be seen from a few details.

At the cartwrighting works all manner of vehicles are produced, such as carts, spring-carts, butter carts, luries, milk-floats, drapers' and bakers' vans, warehouse trucks, motor-vans and wagons, char-a-banes, touring



Bird's Eye View of Pelaw Works.

cars, etc., every kind of vehicle and conveyance, in fact, that co-operative societies stand in need of—societies whose needs are also supplied in another direction by the engineering establishment, which undertakes all kinds of mechanical and electrical fittings and repairs required by northern stores and by the C.W.S. institutions at Pelaw itself. Indispensable also is the printing works, where commercial printing of all kinds is carried on as well as bookbinding, paper-ruling, paper-box making, etc., and

whose staff of 250 employees, and output reaching close on £100,000 in yearly value, betoken one of the largest model printing works in the North—a works which will be doubled in capacity when the extensions in progress are completed, and which will then rank only second in dimensions to the Longsight Printing Works of the C.W.S. at Manchester, which is one of the largest in the United Kingdom.

Next in line to the printing works stands the largest of the Pelaw establishments, viz., the drug and drysaltery works, employing over 700 workpeople, and the output value of which in 1920 reached the significant total of £1,200,000. The Pelaw specialities have become known far and wide for their qualities—specialities comprising baking, cake, and custard powders, boot polishes, liquid metal polish, health salts, cod liver oil emulsion, and other requisites sufficient to make a long catalogue, but which we have no space here to enumerate, and so we pass on to the cabinet and upholstery works, employing normally some 400 workpeople and with an output which now reaches £205,000. Here everything in the furniture line is manufactured, in addition to bedding and quilts (eiderdown and other). Further on is the clothing factory, employing 300 persons engaged in the making of female underclothing as well as men's clothing, in which miners and engineers' clothing assumes the character of a speciality. Finally, we come to the shirt factory (established in 1917), which gives employment to 270 workers, and the output of which reaches £52,000. Here are produced shirts of every variety—woollen, oxfords, grand-rills, flannelettes, army greys, etc. ; and to go through the stock-room, the cutting-room, the machine-room, the

examining-room, the parcelling-room, the finished stock-room, and the packing-room is to realise for the first time in life the extent of the division of labour and of organisation and machinery that go to the making of a single article of underwear in the twentieth century.

Pelaw, then, stands as a co-operative landmark in the north country, and this not merely from the point of view of industrial enterprise, but from the point of labour conditions as well—conditions in which minimum hours, time wages, and dining-hall provided for employees occupy a conspicuous place.

This brief sketch of C.W.S. industries in the north may be rounded off with a reference to the tinsplate works at Birtley, situated a few miles from Newcastle on the main line to York. Here are manufactured all kinds of utensils, ranging from tin kettles to tin trunks, from baking tins to bread bins and flour bins, and from dairy utensils to Dutch ovens. As with the C.W.S. works and factories in general, the resources of the Birtley Tinsplate Works have been taxed beyond their limits by the expansion of trade, which has led to the extensions at present in progress.

